Appendix

This section contains supplemental information regarding ACS' qualifications and solutions.

Table of Contents

![ACS logo](People Making Technology Work™)

A - Company Qualifications

ACS is a leading provider of information technology (IT) services and solutions. A Fortune 1000 company with high customer satisfaction rankings, we deliver proven solutions that will help the Division meet and exceed your technology goals.

From more than 500 locations in 29 countries, our 30,000 employees provide our clients with the personal attention they deserve and the results they require. ACS supports all levels of government and the private sector with an extensive range of IT services and end-to-end justice and government solutions, as well as business process outsourcing, IT outsourcing, and professional services.

★ = Headquarters
▣ = Data Center
◎ = Major Office
✦ = International Presence
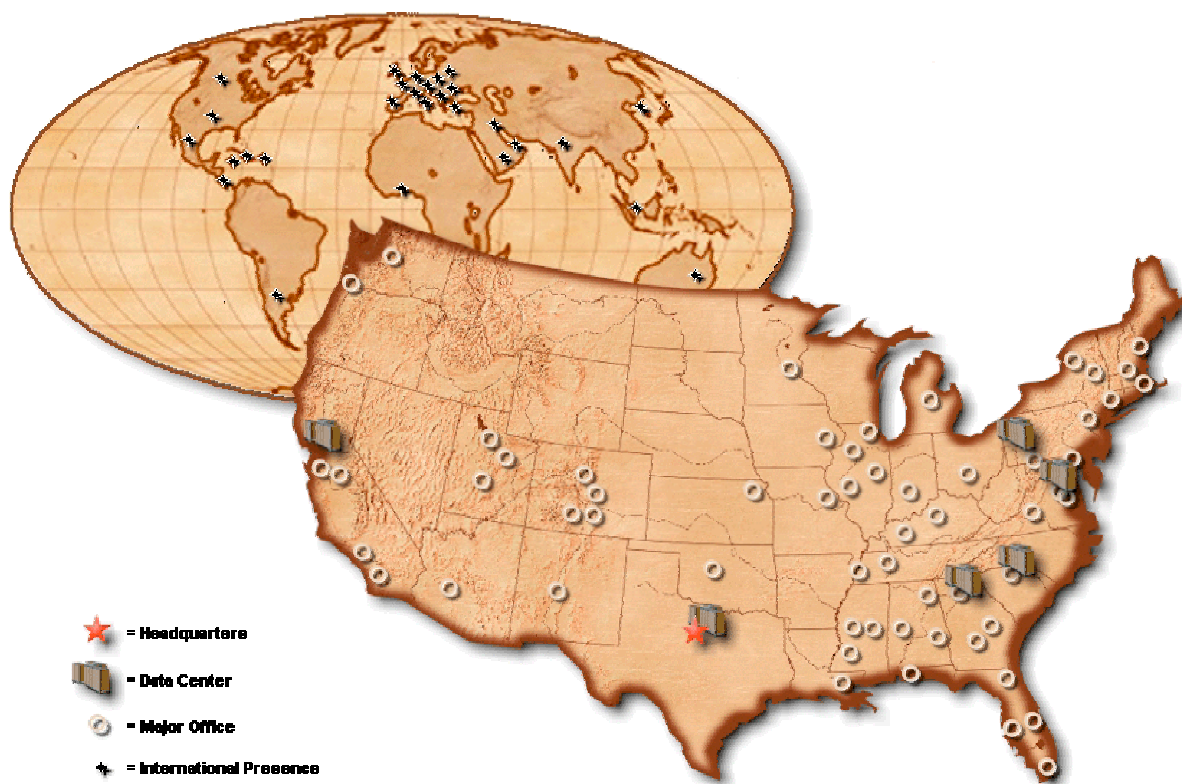
Our vast industry expertise and resources enable us to provide meaningful and lasting solutions to more than 2,000 blue-chip businesses and government clients. We process student loans, home mortgages, and medical and dental claims. Our services support restaurant chains, banks, retail and convenience stores, and transportation companies. We help government agencies serve citizens better — through virtual city halls, constituency relationship management systems, and electronic document imaging. We leverage the power of the Internet, host Web sites, manage networks and servers, re-engineer business processes, and move critical business data in real time, through secured networks at the highest level of availability. We help companies like American Express process credit card applications in the U.S. and overseas, we manage desktops for NASA, process tracking and billing information for United Parcel Service (UPS), and provide systems integration services for the U.S. Navy. Other government and commercial clients include:

Victoria, Australia	7-11 Convenience Stores
U.S. Office of the President	NASDAQ
U.S. House of Representatives and Senate	NATO
U.S. Marines and Airforce	Toshiba
U.S. Department of Justice	Coca-Cola
U.S. Department of Education	Motorola
U.S. Postal Service	General Electric
U.S. Department of Defense	United Kingdom Ministry of Defense

Government Expertise Sets ACS Apart

Success in today's fast-paced technology world requires a combination of experience, focus, and vision. For ACS, success requires a thorough understanding of the challenges governments face.

ACS has the experience, focus, and vision necessary to succeed in a rapidly changing technology environment. For years, ACS has helped public sector organizations better serve their constituents through technology. We've demonstrated our government expertise by establishing one of the largest court-consulting groups in the world and by becoming the leading provider of on-site state and local outsourcing. Our professionals are immersed in the justice and government environments, and they understand how technology can best be employed for the benefit of justice organizations like yours.

#1 Best of the Web BPO companies—*Forbes*
#1 in growth percentage—Gartner Dataquest leading suppliers of outsourcing and processing services in the United States report
#1 in service quality—*Federal Computer Week*
#2 in best shareholder return on the Info Tech 100 list —*Business Week*
#4 of top 500 IT service providers—*Information Week*
#6 of top 20 IT service providers to healthcare industry —*Healthcare Informatics*
#7 leading supplier of outsourcing and processing services to U.S. market—Gartner Dataquest
#17 of top 100 federal prime contractors of IT
#111 of best 400 companies in America—*Forbes*
#710 of America's largest corporations—*Fortune*
100% return on value of ACS stock over past fiscal year

ACS Government Capabilities

Immersed in government, ACS offers comprehensive technology solutions that help government organizations achieve their business objectives and meet constituent expectations.

ACS Justice Solutions

More than 200 courts around the world have selected ACS solutions to process over four million cases annually. An additional 600 courts—from the U.S. Federal Courts to the United Kingdom—use ACS juror management solutions to ensure efficient and positive jury management. With one of the largest court consultant groups in the world, we provide staff augmentation services for the U.S. Department of Justice and integrated justice systems for the Singapore Subordinate Courts. Our extensive range of services and solutions support the delivery of justice and the fulfillment of constituent expectations in small and metropolitan courts, statewide judicial systems, and integrated criminal justice systems.

Our justice solutions include the ACS Justice Information System — the backbone of an integrated case and financial management system. This market-leading system includes four seamlessly integrated, core components: ACS Civil, Criminal, Juvenile, and Traffic. We also offer additional, optional components so you can provide 24-hour service for constituents and the justice community. These include web access (ACS CourtConnect), electronic payment (ACS eTraffic), and electronic filing solutions.

To help you save time and manage juror information more effectively, we offer the ACS Juror Management System. This market-leading solution is used around the world to help ensure a positive jury experience for both jurors and court personnel.

In addition, we offer the ACS Public Attorney case management system, which can be used by prosecutors, district attorneys, states' attorneys, and public defenders to access case and party information as permitted by the court for their own case management needs.

ACS can provide a full range of technology services, coupled with the justice expertise necessary to apply those technologies effectively. ACS' technology services include information technology outsourcing, business process outsourcing, systems integration, readiness assessments, project management, web services, network administration, and more.

Additional ACS State & Local Government Solutions

ACS' government solutions help state and local organizations align technology with business objectives, streamline operations, and meet constituent expectations.

Information Resources Management

ACS provides information technology (IT) outsourcing services for 95 percent of U.S. local governments using these services. We provide administrative applications such as financial, human resources, property tax, and utility billing, for more than 800 local government organizations. Our e-government systems and services enable our clients to provide 24x7 constituent services.

Children and Family Services
ACS processes more than 40 percent of the United States' child support payments. We provide child support enforcement services, including payment processing and locate and collect; electronic benefit transfer (EBT) services; and e-Childcare^{SM} payment systems.

Land Records Management
ACS is the United States' leading provider of computerized document indexing and recording solutions for Recorders of Deeds. ACS provides government records indexing services and solutions for more than 400 government clients and maintains the best-known and trusted Web site providing online, turnkey administration of county and municipal land records. Land records solutions include: document recording, indexing, and optical imaging; microfilming and optical recording; data re-indexing; re-verification; binding; data backup and conversion; disaster recovery.

Municipal Services
ACS processes 70 percent of all violations processed by contractors in the 25 largest U.S. cities that outsource these services. Our clients include the cities such as Los Angeles, Boston, and Philadelphia, as well as Washington, D.C. We provide parking management, including online parking ticket payment systems; parking meter privatization; photo enforcement for red light and speeding violations; and emergency medical services (EMS) for billing and collections.

Transportation Systems & Services
ACS has established and operates 16 U.S. customer service centers that support more than 4.3 million motorists who enroll in Electronic Toll Collection (ETC) programs. In the process, ACS collects more than $1.2 billion in toll revenue on behalf of its toll clients. Other solutions include electronic payment systems; commercial vehicle operations; electronic fuel tax payments; pre-registrations and permitting for trucks; and motor vehicle services.

Welfare and Workforce Services
Since 1996, we have helped more than 150,000 low-income people find work. Our one-stop service centers are dedicated to job placement and retention services for welfare recipients, dislocated workers and disadvantaged youth; welfare eligibility determination functions, including client assessment and case management services.

Financial Information

A publicly held company (NYSE:ACS), ACS has never missed earnings projections or lowered expectations. In fiscal year 2001, ACS grew by 24 percent and signed a total of $345 million of annual recurring new business, representing a 49 percent increase over fiscal year 2000. Of ACS' $3 billion in annual revenues, approximately $2 billion is derived from government.

Since the company was founded, ACS has produced above-average growth through a variety of economic conditions. We have achieved a balance of internal growth, gained from new clients and expanded relationships and acquisitions where we deepened our industry expertise and added outstanding people, clients, and capabilities.

ACS' revenues from continuing operations increased from $647.6 million in fiscal year 1996 to $2,063.5 million in fiscal year 2001. Net income increased from $33.5 million to $134.2 million during the same period.

ACS' key financial results for the last five years are summarized as follows:

As of and for the Year Ended June 30	1997	1998	1999	2000	2001
Results of Operations Data (in millions except EPS):					
Revenues	$928.9	$1,189.1	$1,642.2	$1,962.5	$2,063.5
Net Income	49.7	63.3	86.2	108.3	134.2
Diluted Earnings Per Share	1.05	1.29	1.66	2.05	2.46
Balance Sheet Data (in millions):					
Working Capital	$110.9	$198.1	$194.2	$413.6	$528.5
Total Assets	764.9	949.8	1,223.6	1,656.4	1,891.6
Total Long-Term Debt (less current)	130.7	234.8	349.1	525.6	649.3
Stockholders' Equity	427.5	503.7	607.4	711.4	885.5

A copy of our most recent Annual Report is provided with this proposal and contains audited financial information.

Our Philosophy

At ACS, we know it takes people to make technology work. Talented, dedicated people with a "can do" attitude. This philosophy of doing what it takes to get the job done has helped us achieve high levels of client satisfaction. Everyone at ACS makes a point to exceed client expectations by providing outstanding service. We go the extra mile to deliver what it takes for our clients.

> "Reliability at ACS means flawless execution. We're there for our clients 365 days a year, rain or shine."
>
> Jeffrey A. Rich, President & Chief Executive Officer

Ranked No. 1 for service quality and customer satisfaction by *Federal Computer Week*, ACS understands your organization and its needs. And we incorporate that understanding into our solution. Our experts, along with every member of the ACS team, are committed to delivering the highest quality service, the latest technological advancements, and a level of personal attention each and every client expects and deserves.

ACS is committed to the justice community. We demonstrate that commitment by supporting associations such as the National Center for State Courts (NCSC), the Forum on the Advancement of Court Technology (FACT), Legal XML, the Integrated Justice Industry Working Group, and the IJIS Institute. ACS supplies software for the NCSC Court Technology Laboratory and has sponsored a scholarship in the NCSC's Institute for Court Management scholarship program. Many of our functional and technical consultants are former justice employees with real-life experience in this special environment.

Our Management Team

A recent Gartner Group report on ACS states that we have assembled an experienced and respected executive management team by infusing new and experienced talent into the founding team. Guided by this management team, ACS has produced above-average growth in multiple markets.

ACS' organizational structure is divided along the lines of our main service offerings. Each division is responsible for managing its specific lines of business; however, we provide high-quality, competitively priced solutions by leveraging our core technological and client service competencies across all divisions. This approach improves efficiency and quality, resulting in a highly integrated strategy for providing services to our clients. Our executive leadership team includes:

Jeff Rich, President and Chief Executive Officer
Mr. Rich joined ACS in July 1989 as Senior Vice President and Chief Financial Officer and has served as a Director since 1990. Before joining the company, he served as Vice President of the Leverage Capital Group at Citibank N.A.

Mark King, Chief Operations Officer
Since joining ACS in 1988, Mr. King has played a key role in the company's financial management, acquisitions, analysis, taxes, and accounting operations. In 1995, he was named Chief Financial Officer and has since helped the company grow from $300 million to over $1.6 billion in annual revenue. In 2001, Mr. King was named Chief Operations Officer.

Henry Hortenstine, Leader, Global Business Development
As leader of Global Business Development, Mr. Hortenstine focuses on significant new business opportunities, expansion into new markets, and the development of vertical industry expertise. He joined ACS in 1991 as Senior Vice President for Mergers and Acquisitions. His duties later expanded to include sales and marketing and, in 1995, he became President of the Technology Solutions Group.

Lynn Blodgett, Group President, ACS Business Process Solutions
Mr. Blodgett has worked hard to take ACS Business Process Solutions from a start-up company, which he co-founded with his brother in 1985, to a successful division comprised of more than 5,000 employees that contributes more than $100 million in annual revenues to ACS. He currently serves as President for the ACS Business Process Solutions Group.

Bill Deckelman, General Counsel
Mr. Deckelman has extensive experience as a corporate, securities, mergers and acquisitions, and technology lawyer. He has been with the company for several years and, after leaving in 1995 to go into private practice, he returned to ACS in 2000 to serve as General Counsel.

Lora Villarreal, Senior Vice President of ACS Human Resources Department
With more than 20 years of business experience, Ms. Villarreal's role with ACS is to create human resource solutions that address the changing needs of the corporation's ever-expanding business. Prior to her current position, she served as President of the Human Resources Group, Inc., where she assisted organizations in aligning people strategies with company and customer values.

John M. Brophy, Group President, ACS State & Local Solutions
Mr. Brophy is the leader and Group President of ACS' State & Local Solutions group. He also came to ACS in August 2001 when the IMS Division of Lockheed Martin became a part of ACS. Mr. Brophy successfully led that organization for 17 years. As Group President, he oversees the company's broad-based business process outsourcing operations as they relate to state and local governments throughout the United States.

Ed Gund, Chief Operating Officer, ACS State & Local Solutions
As Chief Operating Officer, Mr. Gund is responsible for managing and overseeing operations for the ACS State & Local Solutions division. He came to ACS in August 2001 when the IMS Division of Lockheed Martin became a part of ACS. Prior to his role as Chief Operating Officer, Mr. Gund served as senior vice president of marketing for Lockheed's IMS Division.

Mike McKenzie, Managing Director, IT Outsourcing Services, ACS State & Local Solutions
With 22 years of management and operations leadership for both large information technology companies and government agencies, Mr. McKenzie has overall responsibilities for the operational performance of all ACS IT outsourcing and services contracts with state and local government clients nationwide. He also obtains resources from other components of ACS, as needed, to support state and local accounts. Additionally, he is responsible for strategic direction, sales and marketing activities of the division. He has been with ACS since 1997.

ACS Justice Leadership

ACS' justice division also employs a strong management team with strong industry and justice experience:

Michael Daniels, Senior Vice President, ACS Government Systems
Mr. Daniels leads the ACS Government Systems division in providing long-term information technology solutions to justice and government organizations. He has been with ACS for more than six years and was most recently General Manager of Corporate Financial Planning and Control.

Bryan Howe, Vice President, Application Sales, ACS Government Systems
As the leader of sales activities for ACS Government Systems, Mr. Howe focuses on the delivery of quality solutions to meet the information management needs of government agencies. He has been with ACS for more than 13 years and most recently served as General Manager, Justice and Government Solutions.

Dave Anderson, Vice President of Professional Services, ACS Government Systems
Mr. Anderson leads the group that works to assure client loyalty for all ACS Government Systems' clients through high-quality implementations and custom development services, as well as ongoing account management. He has been with ACS for more than 11 years.

Spencer Parrott, Vice President of Research and Development, ACS Government Systems
Mr. Parrott's group develops new ACS products and examines new technologies to serve our government clients. He has been with ACS for more than 18 years.

Paul Ruddy, Division Controller, ACS Government Systems
Mr. Ruddy provides ACS with financial direction and ongoing administrative systems development. He has been with ACS for 13 years and was most recently Principal Systems Analyst.

Moira Rowley, General Manager, Justice Solutions, ACS Government Systems
With 20 years of experience serving courts, Ms. Rowley provides focus for strategic planning for ACS justice solutions. She is responsible for tracking trends, evaluating requirements, and assessing technology and operational options. Ms. Rowley is an active member of the justice community and a frequent speaker at industry events, conferences, and educational seminars. She serves on the board of directors of the Integrated Justice Information Systems (IJIS) Institute and is a member of various committees and industry groups, such as the Integrated Justice Industry Working Group, the Forum on Advancement of Court Technology (FACT), Legal XML Court Filing Workgroup, and other projects related to developing industry standards.

Lea Lancaster, Manager of Client Support and Maintenance, ACS Government Systems
Ms. Lancaster leads the ACS Hotline support, product maintenance, and support administration services. The maintenance group provides continuous product improvement and client communications via the ACS Hotline and other support services. She has been with the company for more than four years.

Key Project Personnel

For each project implementation, ACS makes every effort to select staff for the project based on the client's needs, the sequence of system installation, and the particular qualifications of each ACS consultant. Please refer to Appendix H of this proposal for sample resumes.

Our Clients

ACS represents more than 10,000 clients worldwide, and approximately 55 percent of our revenue is derived from delivering technology services to government organizations. More than 800 courts and other organizations around the world have selected ACS justice solutions. A list of ACS clients including clients who have selected systems similar to those proposed, is listed below.

Our clients play a vital role in helping us evaluate the needs of the justice marketplace. As ACS evaluates emerging technologies, we consider our clients' requests for product enhancements and we host focus groups to determine the best direction for future product development.

Following are selected references for the Division's review. ACS' clients include some of the most prestigious justice organizations in the world. The contact persons at these organizations can share their experiences with our software and services with you; however, in order to respect our clients' requests, please coordinate all communication through Ed Sweeney, (800) 772-0597, extension 212. ACS will be pleased to provide additional client references, if necessary, after the Division's final selection process.

State of Missouri

Missouri has long had one of the most innovative judicial systems in the nation. In 1994, the Missouri Senate passed a bill to provide funding for and establish the Missouri Court Automation Project. The purpose of the project was to automate court trial and appellate court systems, improve judicial service, and make courts more open and accessible to the public.

As part of this project, the state selected the ACS Justice Information System and related components as an integrated solution that would link all of the court's systems to a common set of databases so that information can be shared statewide. Jim Roggero, Director of Information Technology for the Missouri Courts, says that the state selected ACS from a field of several vendors because the ACS solution would help the state achieve its vision.

"We needed a system that would provide a solid foundation upon which we can cost-efficiently built other applications to further improve access to justice for the people of Missouri."

> "A statewide rollout is a huge undertaking…we needed experts who could help at a moment's notice. These folks are lifesavers."
>
> Jim Roggero,
> Director of Information Technology,
> Missouri Courts

After selecting ACS in March of 1997, Missouri selected pilot implementation sites. The three courts chosen (Montgomery County, Court of Appeals – Eastern District, and the Jackson County Circuit Court) represented a cross-section of court types, so that the system's capabilities could be tested in different environments. Missouri's talented team worked closely with ACS to accomplish successful pilot rollouts by February 1999. ACS provided training to the state's core training team, and also provided data conversion services and customization of the software to meet the state's unique requirements. Specifically, Missouri commissioned ACS to build a juvenile case processing system with the capability to manage information gathered outside the court by juvenile officers and other interested parties. Using this system, authorized users can access a juvenile's court records, school history, drug use, and programs attended.

Due to the size and scope of the project, ACS has also established a dedicated ACS Hotline office in Jefferson City, Missouri.

"A statewide rollout is a huge undertaking," Roggero explains, "so we needed experts who could help at a moment's notice. These folks are lifesavers."

As implementation of the ACS system continues in other counties, Roggero says the state is pleased with progress so far. "We're very happy to have a product we believe will take us well into the future,"

State of Rhode Island

In January 1999, as part of a statewide initiative aimed at linking state and local criminal and juvenile justice system agencies, the State of Rhode Island sought an integrated case management system that could be used by criminal, juvenile, and traffic courts across the state.

After a lengthy and detailed evaluation process, the court determined that the ACS Justice Information System was "clearly superior in terms of technology and ease of use," said Dr. Robert C. Harrall, former State Court Administrator. Harrall also said that ACS' size and stability provided further assurance that the court's software investment would receive support and enhancements for the long term.

The Rhode Island courts support 67 full-time judges and more than 250,000 cases per year, so they needed a solution that would make it easy for staff to enter data in one application. Once the data is entered, staff can then build on the data when issuing warrants or establishing payment accounts, thus reducing the need for redundant data entry and the potential for data entry errors. In addition, the system's accounting capabilities give the court the level of security and user accountability it desires for processing payments.

Implementation was completed in August 2000. ACS has worked diligently to implement a centralized database and application servers and to convert legacy data for use in the new system. In addition to providing technical and functional training and support for the ACS Justice system, ACS also has developed a department of motor vehicles interface for the state.

ACS has also worked with the State of Rhode Island on the customization of software to include a transfer of data to two different databases and to customize a module for the public defender's office.

Fulton County, Georgia

In large cities like Atlanta, Georgia, where the population increased by nearly 20 percent from 1990 to 1996, courts need scalable technology that will grow with their needs. In early 1999, the Fulton County State and Magistrate Courts in Atlanta wanted to upgrade from an old legacy system to one that utilizes more advanced technology and can handle the courts' growing caseloads.

To meet these needs, the county selected the ACS Justice Information System, which allows court personnel to share information across divisions and avoid duplication of records. The county and ACS worked together to implement the ACS system in less than nine months. ACS also provided training, data conversion assistance, and custom modification services.

Fulton County now has an integrated, easy-to-use court case management system that facilitates better integration with the county's comprehensive justice information (CJIS) community. The county can share information with external agencies and provide public access to information over the Internet using ACS CourtConnect.

In addition, court employees now have easier access to the reports they need. Before the county began using the ACS system, court employees requested assistance from their IT staff to generate reports. Depending on how busy the IT department was at a given time, these reports could take hours, sometimes days, to complete. Now, court personnel can generate reports instantly, without having to consult the IT department.

Fresno County, California, Superior Court of California

The Superior Court of California, County of Fresno, selected the ACS Justice Information System to replace their in-house systems and increase their ability to share information. According to Dawn Diestelkamp, Fresno County Superior Court Information Systems Manager, the functionality and technology of the ACS Justice Information System will help establish an efficient case management system for the Fresno County Superior Court.

United States Federal Courts

The United States' Federal Courts project involves the nationwide implementation of the ACS Jury Management System, the ACS InfoScan System, and the generation of custom reports related to the Federal Courts' accounting system. Since September 1998, 72 of the 102 Federal Courts have successfully implemented the ACS Juror Management System. Though not a mandated system, the success of these implementations and the satisfaction of the users have encouraged other courts to join the Federal Courts using the ACS Juror solution.

B - CMS Qualifications

The justice system relies on information maintained by your organization – information that is vital to the delivery of timely justice. Now, more than ever, courts are called upon to share information with the greater justice community in the interest of public safety. On top of that, the Internet has created new opportunities and changed everyone's expectations. Constituents now expect convenient, 24x7 access to information.

Providing accurate, timely information can sometimes be a challenge. Resources and funding are often limited, while workloads continue to increase. More than ever, courts are looking to technology to help them do more with less.

ACS provides proven technology solutions for justice, state, and local organizations. Our solutions help justice organizations manage their operations efficiently, adjust to technological change, and improve service to constituents. From back-office, core systems to front-line, self-service technologies, ACS delivers solutions for courts of all sizes, statewide judicial systems, and integrated criminal justice systems.

ACS justice solutions include the market-leading ACS Justice Information System — the backbone of a comprehensive case management solution. Formerly known as SCT Banner Courts, the ACS Justice Information System includes four seamlessly integrated components: ACS Civil, Criminal, Juvenile, and Traffic.

To further extend your ability to streamline your justice enterprise, we can offer the ACS Juror Management System (formerly JUROR for Windows), the market-leading jury management tool used around the world to ensure a positive jury experience for both jurors and court personnel. To help you share information with the public attorney's office, we offer ACS Public Attorney, an integrated case management solution for public attorneys, district attorneys, states' attorneys, and public defenders. To help you provide 24-hour service for constituents and attorneys, we offer ACS CourtConnect, ACS eTraffic, and electronic filing solutions. ACS justice solutions also include industry-immersed consulting services, such as systems integration, project management, web services, readiness assessments, and network administration.

ACS Justice Information System

At ACS, we understand your needs. We know that while you perform many of the same general functions as other courts, you have unique processes and policies. That's why the ACS Justice Information System was built as a business rules-driven solution that can be tailored to meet your organization's needs.

The ACS Justice Information System provides the power and flexibility to help you overcome today's challenges. This solution includes the Civil, Criminal, Juvenile, and Traffic components, as well as several additional products. These systems are designed to work at a variety of jurisdictions, either as autonomous systems or as tightly integrated components that allow you to reduce data entry, save time, and eliminate redundancy.

A comprehensive, single-source solution, the ACS Justice Information System delivers improved information access and greater productivity. By putting users in control of the system and the court's information, the system automates processes and accommodates online management of cases, from commencement through disposition. It's easy to get information into the system and just as easy to get information out. With the ACS Justice Information System, you'll have real-time access to the data you need, when you need it.

Do More with the ACS Justice Information System

With its high degree of flexibility, easy information access, integrated functions, and advanced technology, the ACS Justice Information System provides the capability to:

- Make informed decisions
- Adapt quickly
- Work securely
- Operate more efficiently
- Maximize resources and reduce data entry

- Master your increasing workload
- Focus on knowledge work
- Manage multiple entities with one database
- Share information
- Improve constituent service

The ACS Justice Information System provides the tools necessary to manage information and meet the growing demands on all areas of court administration. Its graphical user interface allows users to quickly input or access extensive case information with the click of a mouse.

From the ACS Justice Information System main menu, you can easily navigate through the system using collapsible menus.
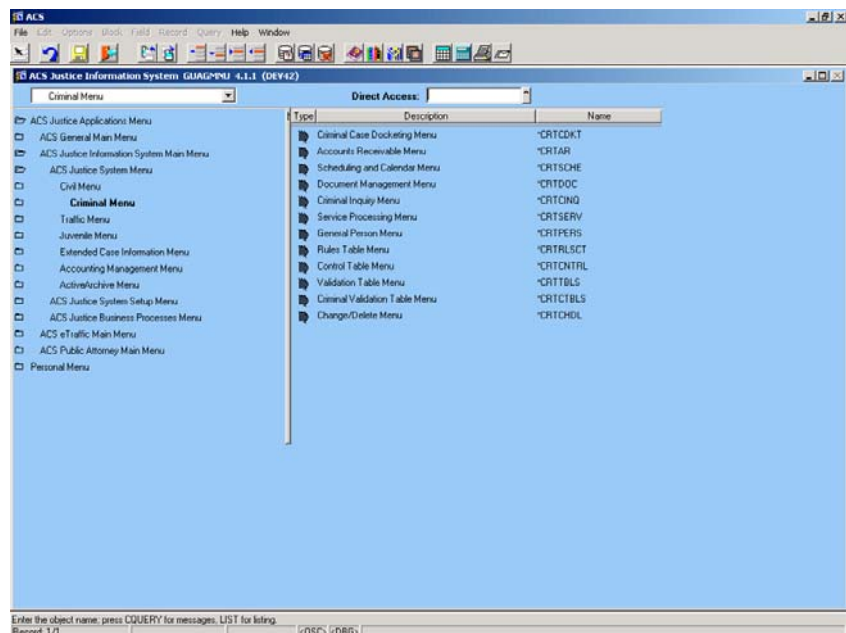
Make Informed Decisions

In today's hectic and ever-changing work environment, court administrators are finding it more and more difficult to meet their mandates for information analysis and reporting. ACS justice solutions help solve this problem by simplifying the gathering and reporting of court data.

The information in your ACS Justice Information System database is critical for trend analysis and decision making. The system's many standard reports make it easy to retrieve information. Each report can be viewed in ways that highlight data according to different needs. Some standard system reports include accounts receivable, accounts payable, alphabetical listings by party, attorney, or judge; calendars; charge/violation data; case listings; continuances; and docket reports.

You can even customize reports to analyze case-specific information, caseload statistics, and more. Powerful ad hoc report and query tools give individuals with appropriate security levels virtually unlimited access to system information.

Adapt Quickly

The system's easy and intuitive interface helps speed access to detailed information. This timely access to information improves the ability to act quickly and make decisions based on today's data, instead of waiting for manually generated reports that might be days or weeks out-of-date. The ACS Justice Information System gives you immediate access to information entered just moments earlier.

Using the system's *FlexRules* feature, you can tailor the ACS Justice Information System to meet your jurisdiction's policies and procedures, without extensive technical support. During implementation, the unique values and processing rules that apply to the court are established in the system. These values are then used to automatically manage court processes. As local laws and court procedures change, users can update the validation and rules tables to reflect these changes. Plus, extensive ACS and Oracle security features ensure that data is entered and accessed only by those people authorized to do so.

Work Securely

System security can be adapted to meet unique court needs. Access to information and the ability to add, change, or delete information is controlled through individual security profiles. For example, public access can be restricted to viewing public information, without the ability to modify it. Similarly, attorneys can be granted access to information — for example, schedules — while prohibiting their ability to change the data. Depending on rules your court establishes, other users can be granted authority to change some, but not all, information, thus ensuring the integrity of court records. Finally, this security structure protects the database when access is attempted through other query tools. This security protection can be accomplished in both centralized and decentralized environments.

Operate More Efficiently

The ACS Justice Information System provides an automated structure for complying with deadlines specified by your jurisdiction's Rules of Court. This is accomplished with rule tables that define when events should occur, when events are past due, and when appropriate subsequent actions are required. With these rules defined, the system automatically generates correspondence, creates items to be scheduled, and provides exception

reports, thus helping to ensure events occur within specified time frames. The system provides visibility of pending and past due items through various reports and online queries. For example, cases ready for scheduling can be identified based on specific criteria, and exception reports identify cases that have been inactive for a specified length of time.

The ACS Justice Information System also can help minimize operational oversights by providing information about cases that have outstanding items due, such as overdue balances. The system furnishes extensive accounts receivable information — tracking accounts not only by case, but also by person. In fact, the total amount of money owed by an individual can be retrieved with a simple query.

The ACS Justice Information System also provides powerful indexing functions. Information is automatically linked to cases, thereby eliminating the need to perform repeated searches or maintain manual logs. Another time-consuming process — issuing notices, warrants, and letters — is streamlined by the system's automatic generation of these items based on user-defined rules. Applicable documents are produced for all active participants in a case, with automatic re-notification as changes occur.

Maximize Resources and Reduce Data Entry

The ACS Justice Information System saves valuable staff time by speeding the data entry process and improving accuracy. Vital information associated with any person involved in court activities is entered only once, thus eliminating redundancy. By allowing your court to establish codes for recurring information, the system saves time and ensures the accuracy of such information.

Master Your Increasing Workload

As communities grow, so do the workloads of the courts that serve them. Built on a scalable technology foundation, the ACS Justice Information System will grow with your needs. The system has proven its scalability in an audited benchmark test with more than 1,000 simultaneous users.

Focus on Knowledge Work

The ACS Justice Information System is the ideal solution for courts that want reliable information, higher productivity, and effective relationships with all constituents. The system enables you to eliminate tedious manual processes, giving your staff time to use their advanced know-how and skills. They can focus on important knowledge work that allows your organization to build stronger relationships with constituents, attorneys, agencies, litigants, and other members of the community who rely on your court for timely and accurate information.

Manage Multiple Entities with One Database

The ACS Justice Information System will allow court divisions and other entities to share a common database, yet maintain separate control over individual records. Through the use of *entity codes*, you can mark data records as belonging to different entities — allowing records to be stored together, yet retrieved separately. Once entities are established, the system will associate each user with a particular entity. This means that the different divisions and offices using the system can utilize the same database, while keeping their individual data separate and secure. A great advantage to this central database structure is that important data such as person,

demographics, and addresses can be shared, while cases are not accessible without appropriate user and security levels.

Share Information

ACS justice solutions provide access to both general and specific information that you need to enhance constituent service. Information is available electronically without referring to cumbersome paper documents. Our solutions also offer powerful search capabilities to help you find the information you need. Plus, you will have real-time access to information entered just moments earlier.

The ACS Justice Information System includes four integrated components with a unified database. Whether you choose one component, all four, or any combination, you'll gain a single point of data entry that virtually eliminates errors and redundancy. Staff enter data once, and it's shared across the entire justice enterprise. Plus, with ACS Public Attorney, you can share schedule and docket information securely with public attorneys, district attorneys, states' attorneys, and public defenders.

The system can also be integrated with outside agencies, such as the police department and state reporting entities, for a complete, integrated criminal justice information system.

Improve Constituent Service

ACS justice solutions make information processing easier, more efficient, and more accurate. From your back-office database information to your web portal, we can provide integrated, end-to-end solutions that help you exceed constituent demands.

The ACS Justice Information System's *FlexRules* feature enables the system to keep pace with your jurisdiction's changing policies without programming changes, thereby helping you provide better service to the public. With ACS CourtConnect, you can use the Internet to offer constituents the easy information access they expect, while still protecting the security of your database information. You can further extend your court's online constituent service capabilities with ACS eTraffic, which allows citizens to pay traffic and parking tickets using the Internet. ACS also offers electronic filing solutions.

Finally, with our jury management software, the ACS Juror Management System (formerly JUROR for Windows), you can automate the jury selection and management process, thus helping to make jury service a positive experience for both citizens and court staff.

Safe, Stable Technology Foundations

At ACS, we know that the tools and technologies available to us will change rapidly. We devote a significant amount of our research and development budget to evaluating emerging technologies for the benefits they can bring to our clients. ACS will continually develop and introduce meaningful new technology as part of a safe, stable, and manageable development platform for our clients. Our constant goal is to provide a solution that you can rely on, one that is:

Evolving: ACS solutions evolve to meet the needs of the justice community. We consistently work to improve solution capabilities. Using emerging technologies and proven business practices, we enhance your ability to

manage workloads, make informed and timely decisions, and take definitive action according to rules and business practices best suited to individual justice technologies.

Scalable: As your court grows, your ACS solution will grow with it. The ACS Justice Information System proved its scalability in an audited benchmark test with more than 1,000 simultaneous users.

The Oracle® database is the workhorse behind the ACS Justice Information System. ACS partners with Oracle because Oracle doesn't follow software-industry standards—it defines them. Oracle's tools, multi-tasking capabilities, recovery and backup capabilities, security, and flexibility on hardware platforms offer the most advanced database available. Our commitment to Oracle ensures that our clients get a scalable, stable product that will continue to grow as new technologies are developed.

Versatile: You can fine-tune your ACS Justice Information System features to comply with jurisdiction-specific policies and procedures, without extensive technical support. It's easy to define your court's workflow and set the system to trigger automated processes based on case activities. As requirements change, you can modify these settings.

Secure: The ACS Justice Information System allows you to control users' ability to see and change case and party-specific information. It maximizes Oracle Server Enterprise Edition's password-protection and security features. We've also added ACS object-level security, which prevents the creation of unauthorized forms and ensures that users cannot transfer their ACS Justice Information System privileges to third party tools. With this advanced security, the ACS Justice Information System can help you protect even the most sensitive information.

Open: The ACS Justice Information System employs an open-systems technology approach. Capable of running on a wide array of hardware platforms, the system's portability provides the flexibility for a variety of implementation strategies that reduce your short and long-term hardware investments as your court's needs evolve and change. The ACS Justice Information System excels on numerous technology platforms, including NT Server and nearly all UNIX platforms. It operates on the Oracle database, so you can interface with virtually any technology. ACS can also support your choice of a traditional two-tier, client/server architecture or a thin-client, n-tier architecture. Along with our industry-leading case and financial management solution—the ACS Justice Information System—we have proven experience in the integration of a wide variety of enabling, next-generation technologies. These include interactive voice response (IVR) and kiosk solutions, integrated voice data networks, digital audio, electronic filing, data warehousing and decision support, public access portals through the intranet/Internet, integrated imaging, and digital signatures. ACS continues to focus research and development resources in new technologies to provide comprehensive technology solutions to our clients.

Features of the ACS Justice Information System

Courts of all types share many of the same critical needs. The ACS Justice Information System includes four integrated components with a unified database. Whether you choose one component, all four, or any combination, you'll gain a single point of data entry that virtually eliminates errors and redundancy. Plus, the ACS Justice Information System components are similar in appearance and operation, resulting in efficient workflow, improved accuracy, and lower operational costs.

In all ACS Justice Information System components, you'll find unmatched features that ensure smooth, efficient workflow. Some common features of the ACS Justice Information System components are:

- Docket Management
- Scheduling and Calendar
- Document Production
- Accounts Receivable
- General Person
- Inquiry
- Service Processing
- Reporting Capabilities

Docket Management

The system's *Docket Management* feature allows you to gather all the information needed to initiate and manage a case, automate critical functions, and record all case actions and documents in automated records. Docket Management can automate case number generation, judge assignment, and association of parties and attorneys. It maintains judge-specific information such as type of cases heard or percentage of available time, as well as party-specific descriptions. Its automated record of case actions and documents eliminates extensive paper files.

ACS understands that simple data entry mistakes will happen and that courts are concerned about security and data integrity. That's why, with the proper security, the ACS Justice Information System will permit you to change or delete certain party and case records that were entered in error.

The system also allows you to find information according to your needs. You can quickly find answers to questions about parties in the system, such as biographic or demographic information, a physical description, any distinguishing physical marks, vehicle ownership information, and driver's license data.

If you need information specifically related to judges, such as the type of cases heard, percentage of time available, courtroom assignments (by day, time and court type), and bar association membership and standing, this information can be found through a simple query. You can also search for attorney information, such as bar association membership and standing, availability for alternative dispute resolution, and other information.

In addition, Docket Management maintains case number; court and location; security levels for court, case, and person; general comments; user-defined case type; user-defined case complexity; and user-defined docket entries.

The information maintained by Docket Management provides the ability to:

- Manually assign free-format case number
- Automatically generate case number based on court, location, and type of case
- Classify cases by complexity to facilitate improved allocation of resources

- Assign judges to cases randomly or automatically based on case type, and optionally, by case complexity (weighted)
- Assign judges to cases, taking into consideration available time
- Identify parties through extensive look-up capabilities
- Associate attorneys and parties for each case
- Associate specific addresses for individuals and entities to the case
- Establish security levels for case and person, based on court and location
- Maintain extensive audit trails of case updates, noting individual making entry
- Automatically generate docket entries based on court and case type
- Record and maintain unlimited docket entries, including unlimited text, associated with specific parties
- Associate unlimited confidential notes with case
- Link related cases
- Cross-reference cases with case identifiers assigned by other entities and agencies
- Review all case-related data online
- Enter and update unlimited occurrences of case data for each party, including:
    - Charge
    - Plea
    - Sentence
    - Fine, fee, and/or bail
    - Disposition
- Enter and track release information
- Maintain moving or non-moving violations
- Enter and track vehicle information
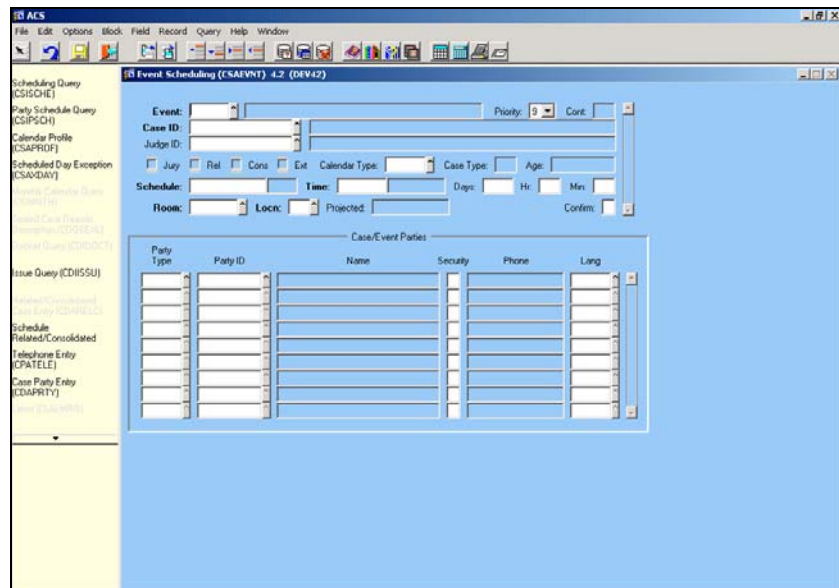- Maintain detailed data for traffic offense

Scheduling and Calendar

The *Scheduling and Calendar* feature automatically schedules events based on locally determined criteria. Using Scheduling and Calendar, you can schedule events based on your criteria — and automatically coordinate them with other docket entries. With an easy-to-read calendar display and options such as mass rescheduling, the system's powerful scheduling function offers maximum flexibility.

The ACS Justice Information System supports master, individual, or hybrid calendars. The Scheduling and Calendar feature serves two primary purposes: (1) to help ensure appropriate events are scheduled, and (2) to generate meaningful and conflict-free calendars. Scheduling indicates to the system which events should occur immediately and in the future. The system provides alerts of items that are ready to be scheduled, are past due, or should occur in the future. This information is available either online or in printed reports. Scheduling is facilitated by extensive information regarding the availability of judges and previously scheduled events for parties and attorneys. However, all conflict checks can be manually overridden.

Calendars are available online or in printed format. An online calendar format summarizes the events scheduled for each day of the month in the traditional monthly calendar format. A simple keystroke reveals the details of the day and the events scheduled. Using the capabilities of Scheduling and Calendar, the court can easily establish and maintain calendars to facilitate smooth case flows.

The *Scheduling and Calendar* feature allows you to schedule any event related to a case and automatically check availability of judges.

The information maintained in Scheduling and Calendar includes:

- Definition of the court's official business days
- Personalized judge profile of availability
- Scheduled events by judge, room, and date
- Anticipated events by docket entry, with associated number of days
- Minutes entries with unlimited text

The information maintained will allow your staff to:

- Automatically generate events based on docket entries and number of days since filing
- Mass schedule high-volume items (such as motion hearings) online
- Schedule individual events online, specifying the date and time the event is to happen
- Perform schedule conflict checking, based on judge, room, date, or any individual associated with the case
- Perform schedule conflict checking, taking into consideration a personalized judge profile that details working days and hours

- Automatically take into consideration court holidays, conferences, and other exception items when performing conflict checking
- Schedule alternative dispute resolution events
- Generate unlimited text for minutes entries
- Perform rescheduling on an individual or mass basis
- Display related cases for optional manual simultaneous scheduling
- Provide an online calendar, graphically displaying a summary of events in familiar month-view format and indicating, by day, the number of items scheduled and the amount of time those items are scheduled to consume
- Give immediate access to calendar details with simple function key entry
- Provide extensive online queries enabling the user to review schedules of individuals, days, and specific events, or any combination
- Generate calendars for specific judges, date ranges, and many other user-defined parameters
- Print calendars and other detailed information related to scheduled items
- Provide witness confidentiality using the user-defined security feature

Document Production

The *Document Production* feature simplifies the generation of case-related mailings by automatically producing notices tailored to the recipients. It produces letters for high-volume, batch production of documents, and uses standard word processing interfaces for on-demand printing.

With the Document Production feature, you can generate a variety of documents on demand through interfaces to Microsoft Word (Windows 97 version) and to WordPerfect (versions 6.1, 7.0, and 8.0). In addition, the ACS Justice Information System's automatic document generation rules simplify the time-consuming process of generating letters, notices, warrants, and other case-related mailings. Following user-defined rules, Document Production automatically produces mailings tailored to specific parties. All you have to do is schedule or reschedule the event. The court establishes the content of a mailing in paragraphs that may contain selected variable information from the database. These paragraphs may then be combined to build particular letters, notices, or other correspondence as defined by the court.

Document Production automatically produces the correct mailing for each event, based on user-defined rules. For example, different notices may be generated for parties and attorneys, with both being automatically created when an event is scheduled. In addition, if an event is rescheduled, a new notice may be sent without any user intervention.

The following information is maintained in Document Production:

- Discrete user-defined correspondence paragraphs
- Optional select set of variables from the Scheduling and Calendar, Docket Management, and General Person features that may be embedded in the text

- Defined paragraph combinations that can be used to form letters, notices, and other case-related correspondence
- Correlation of correspondence to be generated based on docket entries and scheduled events, including appropriate "wait days"
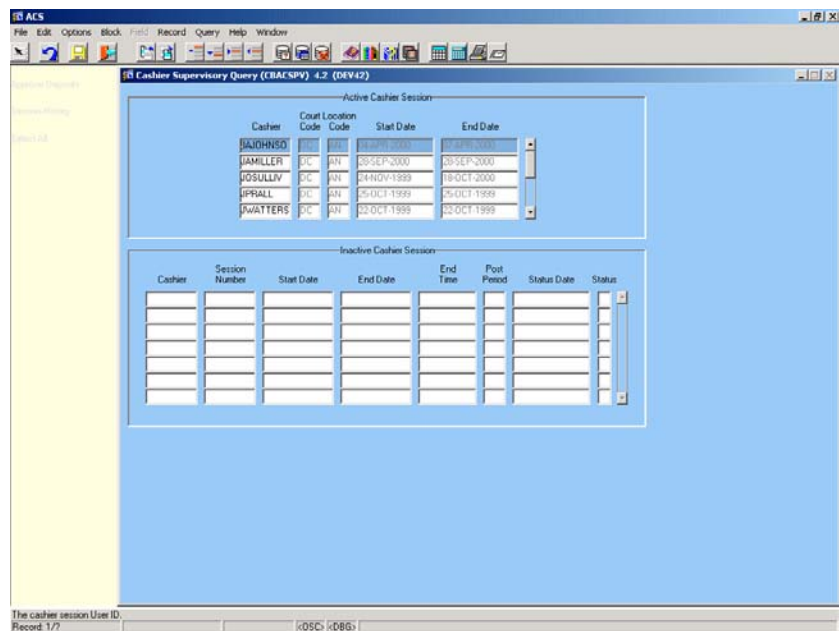
The information maintained provides the ability to:

- Develop and maintain text paragraphs online by users
- Build correspondence by combining standard paragraphs
- Personalize the correspondence by embedding select variables in the paragraph text
- Automatically generate appropriate correspondence by scheduling or rescheduling an event
- Generate correspondence immediately or at a user-defined interval by using the "wait days" feature
- Track all system-generated correspondence online
- Automatically record correspondence on case records, upon user acknowledgment
- Generate high volume items, such as failure-to-appear notices, in mass quantities

Accounts Receivable

The *Accounts Receivable* feature automatically generates accounting distributions, controls, and audit trails as you record fees and payments. It supports multi-location accounting processes, ensures data integrity, simplifies cash-flow management with comprehensive reports, and integrates seamlessly with your financial system.

The *Accounts Receivable* feature allows a supervisor to view open and closed cashier session and feed data to the general ledger.
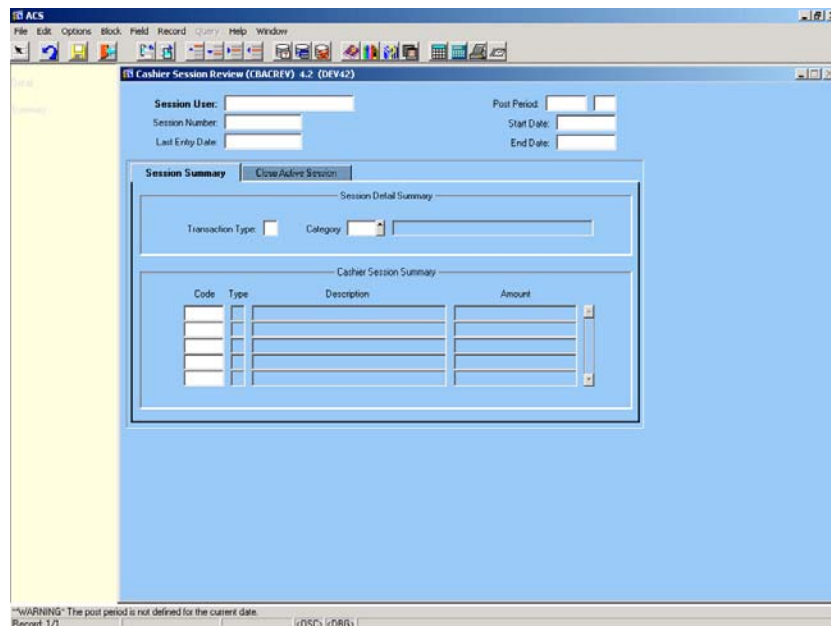
To ensure balancing and
data integrity, extensive
cashiering functions are
accomplished before
processing by your finance
system.

Accounts Receivable integrates docket and accounting activities and protects your records' integrity. This feature is used to assess charges and record payments associated with actions of the case. Charges and payments can be associated with a case or an individual party. As charges and payments are recorded, Accounts Receivable automatically generates the appropriate accounting distributions. To ensure balancing and data integrity, extensive cashiering functions are accomplished before processing by your finance system. Appropriate contr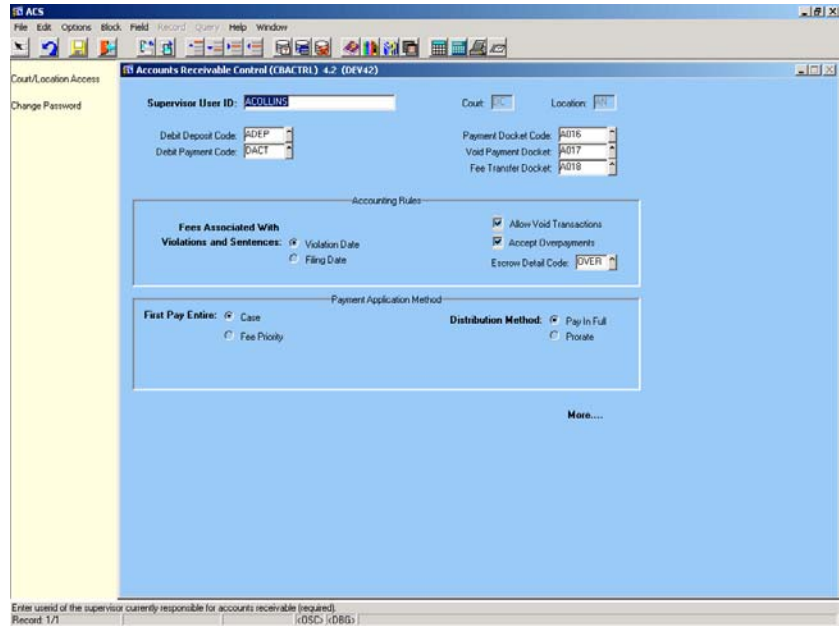ols and audit trails are provided for all charge and payment information. Comprehensive online and printed reports are available to help manage cash flow.

With the Accounts Receivable feature, you can separate financial transactions, controls, and reports by court and location, while still maintaining comprehensive totals. Additionally, you have the option to use a multiple location environment to improve service to your customers by allowing one court location to receipt money for cases pending in another location, with a function to transfer money to the proper court.

The *Accounts Receivable* feature allows you to set up accounts receivable controls by court and location.

The information maintained in Accounts Receivable includes:

- Normal fines/fees and/or bail
- Accounting distribution
- Priority order for application of payment
- Fines/fees history

In addition, Accounts Receivable maintains payment history for case or party; online individual account summary; payment type and associated information (e.g., credit card information); detailed record of payments and accounts to which they were applied; and cashiering detailed information.

The information maintained provides the ability to:

- Automatically assess normal fees as papers are processed
- Manually assess and collect for miscellaneous fees
- Associate fees with a case or specific party of the case
- Automatically apply payments to fees based on rules developed by the court
- Manually apply payments to fees, overriding pre-defined priorities
- Generate receipt for each payment, automatically listing fees paid, amount, and type of payment
- Maintain detailed audit trails of all charge and payment history, by case or individual
- Close out cashier drawers to balance with records entered into the system

- Automatically generate account distribution transactions to be processed by your accounting system

- Create time payment plans per user-defined criteria

- Record bail and bond amounts

- Assess fines based on charges filed

- Maintain bail payor information for refunds

- Record fines imposed at sentencing

- Assess bail based on violation

- Record assessment of fees for diversion programs (e.g., traffic school)

General Person

The *General Person* feature contains demographic and biographical information about a person, company, or entity on the system. The information maintained by General Person is also used throughout the system to identify a person or entity, using attributes such as current or previous ID, name, or birth date.

The following information is maintained in General Person:

- Current name and unlimited alternative names

- Unlimited descriptive information (e.g., bar association number, badge number, alias, physical description, driver's license and vehicle information)

- Unlimited addresses (e.g., firm, business, personal)

The information maintained provides the ability to:

- Ensure data integrity by maintaining one set of biographic/demographic information on the system per person

- Provide name search queries, including partial spelling, use of wild card characters, and phonetic "sounds like" searches

- Access a record using a current identification number, name, or any prior identification numbers or names

- Maintain an unlimited number and variety of addresses as defined by the court

- Generate letters, notices, and orders to the appropriate location

Inquiry

The system's *Inquiry* feature provides access to all types of information in the database. You'll find detailed information about cases, parties, events, fees, and more. The system's extensive security features allow you to control access to confidential information, such as juvenile case files or sealed records.

Service Processing

The *Service Processing* feature will help you keep track of pending and rendered service documents. Simple forms enable you to enter and query data relating to summonses, warrants, subpoenas, and other documents

— whether they have been served to parties in a case or still require service. The types of service documents supported by ACS are not limited in any way, because you define the format of the documents and the circumstances under which they are produced. The extensive request and query functions associated with Service Processing ensure that up-to-the-minute information is maintained regarding these important functions.

Reporting Capabilities

ACS understands that data in a computer system is valuable only to the degree a user can access it, manage it, and use it productively. That's why we developed a strategy that emphasizes information retrieval, including the ability to display reports directly on your screen or send them to your designated printer.

Through lengthy experience with government clients, ACS has found that, though each individual organization has its own reporting requirements, the total need for information tends to be quite similar. In general, about 50 percent of information requirements can be gained through ACS screen queries available with the system; about 30 percent can be generated through standard system reports; and the remaining 20 percent require technical assistance and report-generation software.

Our products were designed with reporting in mind. Additionally, ACS has developed a variety of options that allow users to get the data they want and need.

Standard Reports
ACS systems provide an array of standard reports to supply detailed and summary information associated with specific cases, types of cases, and overall court management. Many of the reports are parameter-driven to permit flexibility and limit the population included. Below is a listing of some of the reports contained in the ACS Justice Information System.

- Account Query
- Outstanding Balance
- Payment Plan Summary
- Daily Cashier
- Continuance Docket
- Alphabetical Person Index
- Custom Calendar

- Criminal Docket
- Civil Docket
- Detail Calendar
- Summary Calendar
- Pending Caseload
- Comparative Statistics

In addition, optional Oracle tools (or other industry-standard ad hoc reporting tools) may be used to design and develop custom reports that may be produced on a regular basis. For additional ad hoc queries, the flexibility of ACS query forms provides access to summary information by specifying qualifying criteria or stipulating simple SQL Select statements within the various fields. Below is a listing of sample reporting information obtained through ACS reports:

- Alphabetical listings by party, attorney, or judge
- Case listings
- Docket report comprised of basic case information

- Tickler reports, reflecting due dates and future requirements

- Summary hierarchical reports of groupings by case type, docket entry type, event code, and more

- Case inactivity reports

- Statistical reports reflecting case status (new, pending, and disposed) by court type and location

- Continuance tracking reports

- Accounts receivable aging reports by individual across cases

- Detailed calendars by court, judge, room, and case type

- Trend analyses

- Definition of the court's official business days

- Personalized judge profile of availability

- Scheduled events by judge, room, and date

- Anticipated events by docket entry, with associated number of days

- Minutes entries with unlimited text

- Customized calendar for all cases scheduled

- Statistical summary of filed, pending and disposed cases by court type, location, case type, and other variables

Ad Hoc Reports

The ACS Justice Information System handles transaction processing much like other systems. However, the ACS Justice Information System was also designed as an information retrieval system. That has some very important implications for users, particularly in relation to data access.

For example, the screen design of ACS applications supports powerful "on the fly" queries or searches. With simple entries or even "wild card" parameters, users can readily access data and print the results in an easy-to-understand report.

ACS applications also include standard, parameter-driven reports that can be displayed directly on the screen or sent to a printer. This approach typically allows users to produce multiple variations of the report from a single basic format, which is much different than simply overloading the system with many reports that are seldom, if ever, actually used.

ACS realizes that no system's standard reports will meet all of your specific needs. That's why we designed the system with the flexibility to facilitate customized report generation. The ACS Justice Information System supports a variety of third-party ad hoc reporting tools. The system supports any ODBC-compliant report writer. Some examples of OBDC-compliant report writers are Oracle Reports, Microsoft Access, Crystal Reports, and FOCUS. In many instances, trained end users will have the ability to develop reports themselves. Users should expect that some of the more complex ad hoc reports will require technical assistance. This is true regardless of the reporting tool selected.

ACS can, on a contractual basis, develop reports to your specifications. In some instances, these reports may subsequently be added to the base product, which could allow for ongoing support for these reports at no additional charge.

ACS Civil

The ACS Civil component is the most powerful software available for managing general civil, small claims, family law, appellate, and probate cases. Flexible and easy to operate, ACS Civil gives you the tools you need to track every case with efficiency and precision — from initiation through judgment/disposition and post-disposition activities.

Manage Your Workload

ACS Civil can help you better manage your busy workload. Here are just a few notable features:

- Unlimited case types
- Court-defined case numbering
- Random, weighted, and direct judge assignment
- Automatic docketing
- Fee assessment options in case initiation
- Caseload management using court-defined business processes
- Case consolidation with options to choose parties, docket entries, and/or accounts

Organize and Automate Key Processes

When dealing with the myriad of parties in civil cases, it helps to have technology that organizes your data and automates key processes. That's why ACS includes:

- Unlimited party types
- Ability to define party and non-party relationships, including alternate "AKA" and "DBA" identities
- Extensive personal information, including addresses, phone numbers, physical descriptions, and demographic data

With civil court dockets overflowing, you need a reliable scheduling tool. ACS Civil's expert scheduling function lets you:

- Establish case management milestones
- Institute hearing schedules
- Utilize automatic and manual scheduling options
- Record and track event outcomes

In fact, ACS Civil supports all the processes that are key to running a civil court. And, with the system's *FlexRules* feature, you can manage processes in the way that best suits your court.

ACS Criminal

The ACS Criminal component gives courts unmatched control over their dockets. With *FlexRules*, you can manage all critical processes according to your specific requirements. For example, users can tailor ACS Criminal to meet state and local requirements, even in complex, multi-jurisdictional environments. From initiation to sentencing, ACS Criminal lets you direct and monitor cases precisely, with minimal time and effort.

Simplify Party Identification

Criminal courts face unique, complicated party identity issues. ACS Criminal simplifies them with features like:

- Linking of aliases
- Tracking of extensive personal data, including addresses and physical descriptions
- Ability to inquire on all cases associated with a person

Manage Outcomes

When it comes to charging and sentencing defendants, ACS Criminal can simplify data management for even the most complex processes, including:

- Arrests
- Felony and misdemeanor processing
- Bond processing
- Probable cause tracking
- Concurrent and consecutive sentencing options
- Multiple sentences per charge
- Customizable charge tables
- Association of charges with default fine amounts
- Payment plans
- Restitution processing
- Adding standard surcharges to charges/violations/offenses on a flat amount or percentage basis

Manage Events

To manage relevant details after the case is closed, you can take advantage of such system functions as:

- Robust event outcome recording and tracking features
- Standard and ad hoc reporting capabilities
- Release status tracking

In fact, ACS Criminal supports all processes that are key to running a criminal court. With advanced caseload management tools based on business processes that you define, ACS Criminal ensures your court's compliance with mandatory time frames. Its sophisticated security features gives you complete control.

ACS Juvenile

Juvenile cases require special handling — by both courts and their information systems. The ACS Juvenile component is a powerful tool that enables courts to manage cases with the utmost efficiency, while safeguarding confidential records.

Tailor Your System

You can customize ACS Juvenile to suit your own methods of juvenile case processing. This flexible system allows you to:

- Define unlimited family and agency relationships
- Retain extensive personal information, including addresses, phone numbers, physical descriptions and demographic data
- Assign cases based on such factors as person, family association, history with the court, judge history, and related party cases pending
- Notify related parties and agencies of pertinent case activities

ACS Juvenile ensures gives you the tools you need to manage all types of cases by supporting juvenile-specific issues such as:

- Delinquency (criminal)
- Dependency (abuse/neglect)
- Adoption

And, with ACS Juvenile, you need not worry that unauthorized users could view sensitive information. ACS Juvenile's sophisticated security capabilities allow you to wield strict control over who accesses case and party profiles, ensuring information is available on a "need-to-know" basis only.

ACS Traffic

The ACS Traffic component is designed to meet the needs of limited-jurisdiction and municipal-court traffic divisions, particularly in high-volume environments.

ACS QuickTraffic

Our *QuickTraffic* feature lets you customize citation entry screens, including only the elements you want, in the order you want them. It allows you to create case initiation processes for each citation type, including both short- and long-form case processing. You can also set default values for batch processing.

ACS QuickDisposition

Disposing of cases is quick and easy with ACS Traffic. Our *QuickDisposition* feature allows you to record a defendant's sentence, receipt the fine, and dispose of the case in a single transaction.

The result? A highly tailored case and financial management system that is flexible, intuitive, and fast. From filing through scheduling, sentencing, disposition, and fine collection, ACS Traffic is the most comprehensive traffic court tool available.

ACS Traffic helps you identify parties and recognize repeat offenders, with capabilities like:

- Linking of aliases
- Tracking of extensive personal data, including addresses, physical descriptions, and demographics
- Ability to inquire on all cases associated with a person

Recognize Repeat Offenders

With its strong tracking features, ACS Traffic helps you identify parties and recognize repeat offenders. For example, the system provides linking of aliases and it catalogs extensive personal data, including addresses, physical descriptions, and demographics. With these features, you can inquire on all cases associated with an individual.

Simplify Processes

When it comes to charging and sentencing, ACS Traffic can help you simplify data management for even the most complex processes:

- Arrests
- Bail/Bond processing
- Probable cause tracking
- Concurrent and consecutive sentencing
- Multiple sentences per charge
- Multiple violations per case
- Customizable charge tables
- Association of violations with default fine amounts
- Payment plans
- Restitution processing
- Adding standard surcharges to charges/violations/offenses on a flat amount or percentage basis

Manage Events

To help you manage relevant details after a case is closed, ACS Traffic includes robust event outcome recording and tracking features, standard and ad hoc reporting capabilities, and release status tracking. In fact, ACS Traffic supports all the processes that are important to the successful management of a traffic court. With advanced caseload management tools based on business processes that you define, ACS Traffic ensures your court's compliance with mandatory time frames. And its sophisticated security gives you complete control.

Additional ACS Justice Information System Components

Additional ACS Justice Information System components can be added to enhance your processing, accounting, and archiving capabilities. ACS Extended Case Information (ECI), ACS Accounting Management, and ACS ActiveArchive are fully integrated with all ACS Justice Information System core components and automate many manual transactions. This helps minimize errors, while saving time and freeing your staff to focus on other important tasks.

ACS Extended Case Information

ACS Extended Case Information (ECI) expands case processing capabilities into the areas of service document generation and tracking, evidence and file tracking, and sentence imposition and maintenance. Used with ACS Accounting Management, it enables you to develop comprehensive case histories, so you can utilize that information to enhance interactions with case participants. You can also use it to:

- Create, maintain, and track service documents such as warrants, summonses, and subpoenas
- Track case jackets and evidence
- Process bond and bail information

ACS Accounting Management

ACS Accounting Management expands the accounts receivable functions of the ACS Justice Information System to include accounts payable, bank reconciliation, and a resident general ledger. The general ledger feature does not require the use of a third-party financial management system, but it can support integration to other financial management systems if your court has the need. All general ledger functions can be managed from within the ACS Justice Information System application and support both cash and accrual accounting methods.

If your court system operates at multiple locations, you have the ability to separate financial transactions, controls, and reports by court and by location, while maintaining comprehensive totals. You can also improve client service by allowing constituents to make payments at one court location for payments due at another, with a function to transfer the money to the proper court.

ACS Accounting Management, a comprehensive accounting solution tailored to the court's environment, includes functions that allow clerks, supervisors, and administrative employees to:

- Track accounts receivable
- Produce accounts payable checks (online or batch)
- Perform bank reconciliation
- Maintain a courts general ledger
- Disperse money separately by court and location, or centrally for multiple courts and locations

ACS ActiveArchive

ACS ActiveArchive manages inactive records according to court-defined rules, while providing easy access to archived data. The court sets case criteria and retention schedules, and ACS ActiveArchive manages online and offline (tape, disk, etc.) records accordingly. The system:

- Archives cases from active tables to archive tables or offline storage
- Purges cases from active or archive tables
- Restores cases from archive tables or offline storage
- Expunges individual cases from active tables and removes or archives them
- Expunges defendants from cases in active tables

24x7 Solutions

The Internet has changed everyone's expectations. Constituents expect everything to be faster, better, and more convenient. Meeting such heightened expectations means you must make informed decisions and adapt wisely in order to provide information online with the same level of security and responsiveness that you would provide from the courthouse.

ACS offers integrated solutions that provide both the access and the security the justice community requires to meet constituent expectations, while protecting the integrity of its own data. ACS CourtConnect, ACS eTraffic, and electronic filing are fully integrated with all ACS Justice Information System components and will allow you to provide the electronic access your constituents demand, without putting your electronic data at risk.

ACS CourtConnect

ACS CourtConnect enables you to enhance relationships with your constituents, while speeding information access and reducing your staff's workload. It provides a secure, Internet-based environment between you and your constituents.

Attorneys, members of the public, and businesses such as title companies and credit reporting agencies can view public information remotely, completely unaided by court personnel — keeping administrative costs and courthouse traffic to a minimum. These individuals will be able to access the system utilizing a common pubic access ID with an appropriate security level so they will not be able to view confidential information, such as juvenile case records. Court personnel, however, can be assigned user IDs with higher security levels, allowing them to access sensitive data through the Internet according to the types of information they are authorized to view.

ACS CourtConnect's "Welcome" page can be configured to provide initial court information and links to other web sites.
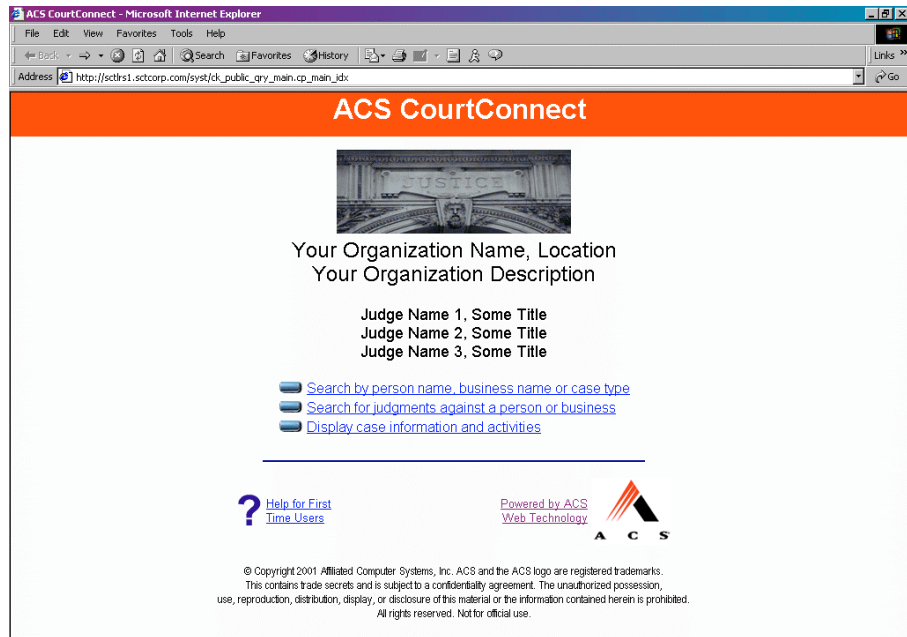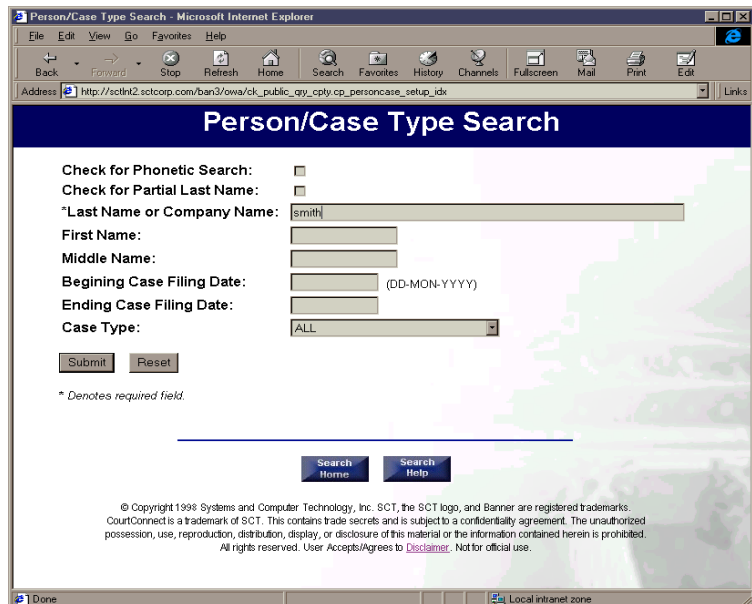
ACS CourtConnect is a simple, cost-effective way to save time and disseminate information about cases, case activities, parties, schedules, and judgments. Users have the flexibility to search by individual name, company name, or case ID. Constituents gain immediate and appropriate access to your court's public information, including:
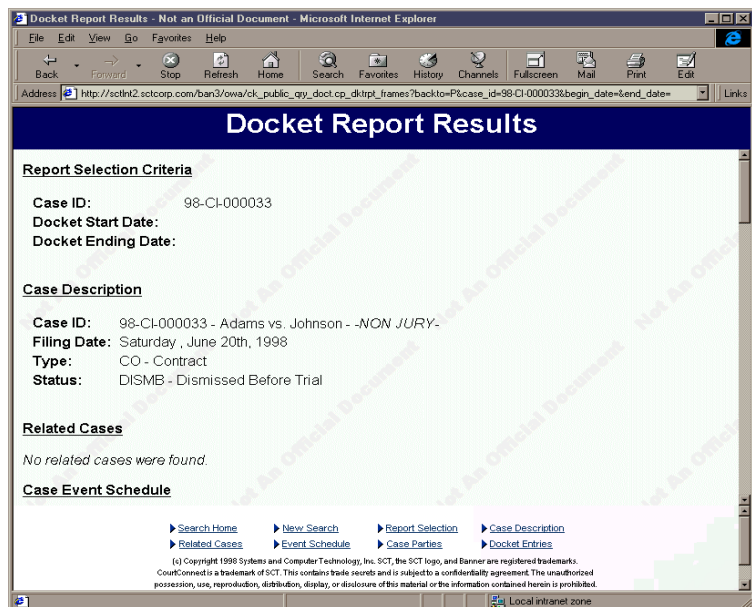
- Lists of cases associated with person or company names
- Case participants
- Case activities and schedules
- Case judgments
- Links to related cases

And because ACS CourtConnect works directly with the live or replicated ACS Justice Information System database, each single inquiry lets users view the information according to preference — whether by case, parties, calendar, or activities.

Users can search by person and company name. Searches can be narrowed by entering information such as First Name and Case Type. In addition, phonetic and partial Last Name searches are possible.

Search results are displayed in an easy-to-read format. Hyperlinks allow users to view more information about a case.

ACS eTraffic (Not Proposed)

Today's traffic courts must handle a high volume of cases as quickly and efficiently as possible, while facing increasing constituent expectations for faster, more convenient services.

ACS eTraffic gives constituents the service they expect and frees court staff from routine administrative tasks, letting them concentrate on knowledge work that enhances the delivery of justice.
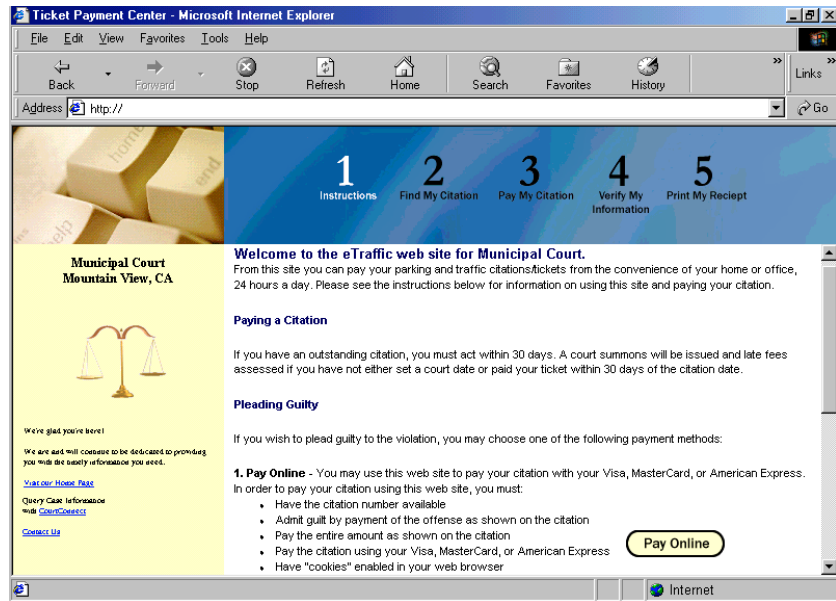
With ACS eTraffic, it is possible to reduce workload, increase collections, and respond quickly to the public without increasing staff or extending office hours.

Developed using n-tier technology, ACS Justice Information System business logic, and TouchNet's LogiXStream e-business architecture, ACS eTraffic maintains the utmost in flexibility and data security, while giving the public a convenient payment option. Its scalable, open architecture means it can meet the needs of a court system and its public as they grow and change.

Service your Constituents Expect

ACS eTraffic is a powerful system that lets you offer constituents 24-hour online traffic ticket payment services, thus increasing revenue and reducing staff workload.

ACS eTraffic accepts payments in real time via the web or phone. When used online, it issues automatic receipts, assuring constituents their payments have been received and processed by the due date. At the same time, it can increase court revenues, reduce long lines and traffic at court facilities, and creates a more productive work environment for your staff.

To use ACS eTraffic, all your constituents need is Internet or telephone access and a credit card. This fast and easy method of paying traffic and parking tickets gives them the instant access to your court that they expect in today's fast-paced Internet age.

Benefits for your Court

ACS eTraffic leverages your court's existing technology and enables you to provide convenient payment services quickly — with minimal cost and risk. Unlike many "electronic drop box" payment services that simply deliver payment to your court, ACS eTraffic provides seamless integration with your case and financial management system, automatically completing docketing, case and charge disposition, pleas, sentencing, financial transactions, reconciliation, and auditing of payments.

With these automated functions and reduced courthouse traffic, your staff's workload will go down, freeing them to focus on work that directly benefits the court and its constituents, instead of routine, administrative tasks.

Other benefits include the automation of previously manual tasks, a reduction in data entry errors, an increase in revenue, and higher constituent satisfaction.

With more courts-experienced professionals on staff than any other solutions provider, ACS delivers the Internet tools that benefit your court as much as they do the public.

ACS Public Attorney

The ACS Public Attorney system supports prosecutors and other public attorneys in processing and tracking cases from referral through disposition. Designed to work in conjunction with the ACS Justice Information System as an integrated solution, ACS Public Attorney allows the public attorney's office to view and make use of critical data from the court's case management system, while maintaining separate and secure information inside the attorney's office. Key components of the system include case initiation, event and appointment scheduling, charge tracking, document production, case activities and parties maintenance, case and person inquiries, and plea, disposition, and sentence tracking.

Case Initiation

Cases can be initiated by direct data entry or by transfer of key case information between the ACS Justice Information System and ACS Public Attorney systems. The initiating case information can be sent from the public attorney to the courts, or from the courts to the public attorney. Cases can be initiated automatically by triggers and rules, or selectively.

Case and Person Tracking

With ACS Public Attorney, attorneys and their staff members can:

- Cross-reference court and public attorney case numbers
- Maintain extended person information, including name, alias, date of birth, social security number, demographic data and physical description, driver's license information, multiple addresses and address history, and related justice agency identification numbers such as a fingerprint ID number
- Track arrest information related to a case, including date, county, agency, and officer
- Assign attorneys to cases and monitor caseloads by attorney
- Assign support staff to cases (e.g., investigator)

- Track related and co-defendant cases, with the option to keep cases together for internal scheduling
- View non-confidential court data related to a case
- Enter and view additional information accessible only to members of the public attorney's office with appropriate security
- Designate cases, parties and/or addresses as confidential data
- Maintain full case management records for cases not filed with the court, including referrals, informal adjustment and diversion cases
- Track evidence and exhibits data, including evidence code, owner ID, location, evidence room, bin number, date logged, and descriptive text
- Track case file folders

Charge/Violation Tracking

ACS Public Attorney allows the public attorney to enter and update charges and to maintain a history of charges, pleas, dispositions, and sentences for each case. Charges are user-defined and maintained in a charge table used by both the public attorney's office and the court. The public attorney can, in conjunction with the court:

- Maintain a charge table entry that includes charge codes, descriptions, and classifications
- Associate unlimited charges with a defendant
- Choose from a list of possible enhancements and attach an enhancement modifier to any individual charge
- Track the court disposition of each charge filed

Event Scheduling

Authorized access to the ACS Justice Information System will provide the public attorney with timely and accurate court scheduling information. Additionally, the public attorney will be able to schedule cases for non-courtroom events related to the public attorney's office. ACS Public Attorney's scheduling features includes the ability to:

- View court-scheduled events
- Permit separate scheduling of case-related events for any cases contained within the Public Attorney system
- Designate specific parties for attendance at scheduled events
- Associate events to required document production through ACS rules-based architecture
- Maintain a history of scheduled events for any case
- View and/or print a calendar of scheduled events for a specific public attorney or court and location
- Track the outcome of scheduled events

Case and Person Inquiry

Public attorney staff will be able to access those ACS Justice Information System inquiry applications to which the court grants access. Those inquiries are extensive and include the ability to search by person and retrieve a

history of all cases associated with that person. Detailed examination of individual cases is also available. Depending on the level of detail maintained by the court and the specific access granted, the public attorney can view information including:

- General case information and case status
- Judge assignment
- Case parties and attorneys
- Case activities
- Arrest information
- Charges and charge history
- Scheduled events
- Calendars by court, location, and room
- Evidence and exhibit information
- Plea, sentencing, and disposition data

In addition to inquiry access to court records, the public attorney staff will also have the ability to:

- Search for cases by either court case number or public attorney case number
- Access special ACS Public Attorney case summary screens, which include cross-referenced case numbers
- Display separately maintained public attorney case and party information

Document Generation

The primary method of document production in ACS Public Attorney is the *On-Demand Printing* (ODP) feature. ODP uses standard word processing software to create an unlimited number of user-defined templates, or model documents. These templates are combined with case data and other variables to produce a wide variety of forms, notices and documents, including:

- Subpoenas
- Orders
- Charging documents
- Warrants
- Letters
- Notices
- Motions
- Briefs

ACS Public Attorney also includes the *Letter Generation* feature, a larger scale batch document production facility. Letter Generation templates are also user-defined, and can be tied to the system's rules-based architecture for automated document production.

Statistical Reporting

The ACS Public Attorney system includes statistical reports that profile case trends and specific activities, helping the public attorney maintain active control of the caseload.

- Statistical reports by violation/charge, parties, and case ID
- Sentence reports by person, completion date and sentence code
- Caseload by attorney
- Case aging reports

The ACS Juror Management System (Not Proposed)

The justice system depends on an ideal jury process. Because jury duty is a point of contact with the courts for every citizen — and in most cases the only interaction many will have with the courts — jury managers and administrators must ensure positive experiences that respect the time and contributions of the jury participants. So, in addition to ensuring that randomly selected, qualified jurors are available for trials, the jury manager must also make sure those jurors show up, get paid, and finish jury duty with a feeling of civic pride.

It's an important job, but it's not an easy one. Courts often must meet these challenges with limited resources, while the public's expectations for timely justice and convenient interaction with your court continue to increase.

The ACS Juror Management System (formerly JUROR for Windows) is a comprehensive, end-to-end jury management software solution that ensures efficient and flexible jury management and participation. The system encompasses all aspects of jury management, from the random selection of prospective jurors to the calculation of juror payroll.

This integrated solution was designed to not only help you house and manage juror information effectively, but to offer interactive services that help ensure a positive jury experience for jurors, court staff, and the legal community. Not only will the system help you randomly select jury pools and panels, it also can help your court increase jury yield and better utilize your jurors' time.

Developed using information from the National Center for State Courts' Center for Jury Studies, ACS Juror complies with all 20 of the American Bar Association's standards relating to juror use and management.

The core component, ACS Juror, can be enhanced by a number of innovative products, allowing your court to streamline internal processes, provide jurors with vital information by telephone or on the Web, and offer quick and easy payment options once a juror's service is completed.

Benefits of the ACS Juror Management System

The ACS Juror Management System is the flexible, easy-to-use solution you need to automate jury management processes from start to finish, and to adapt quickly to the changing needs of your organizational environment. The heart of the system, ACS Juror, delivers significant benefits.

A Great Value for Your Investment

ACS Juror offers great value for your technology dollar. This system reduces staff workload and saves time, from the jury selection process, to the generation of court-specific documents, to monitoring attendance and tracking expenses, and finally to calculating payroll and updating accounting records.

The system saves time by automating the generation of summonses, questionnaires, letters, and other jury-related documents your staff must prepare. You can also recognize considerable savings on mailing costs through the system's automatic sorting of bulk mail using zip codes and the printing of a post net bar code, depending on the size of the mailing and postal rates (We recommend you contact your local postal service for details). Plus, ACS Juror automatically calculates juror payroll, including out-of-pocket expenses, based on recorded attendance for each juror. And because the system provides an accounts payable download file to your accounts payable system, you save the time and cost of manually processing this information.

Additional savings can be attained by utilizing optional components such as ACS eJuror, ACS Interactive Telephone Response, ACS Juror Kiosk, ACS Juror InfoScan, ACS Juror CheckWriter, and ACS Juror Qualification. Each of these optional components is described in detail later in this section.

ACS Juror is an Intuitive, Easy-to-Use Solution

Designed with the user in mind, ACS Juror provides the ease of use and flexibility you need to automate jury management processes. As a true Windows application, the system gives users simple navigational tools, including a menu bar and cascading menus, drop-down and pop-up list boxes, radio buttons, picture buttons, power bar, and drag-and-drop functionality. Plus, ACS Juror's *Smart Processing* feature makes it the most user-friendly, intuitive jury management application available today. Smart Processing facilitates the jury management process by alerting users of potential problems (such as a juror appearing on the wrong day or at the wrong location) as they scan jurors' ID badges to check them in for the day.

ACS Juror Can Fully Automate Jury Management Processes

With ACS Juror, you can easily automate tedious jury management processes. The system automates each step of the process, saving time and reducing operating costs. The use of bar codes and a hand-held scanner further automates and simplifies the tasks your staff must perform. Plus, with the added features that are available, you can:

- Significantly reduce the high volume of telephone calls received by your office regarding jury duty through utilization of ACS Juror Interactive Telephone Response and ACS eJuror

- Allow jurors to pay themselves by check after completing service with the ACS Juror Kiosk, which calculates amounts due based on attendance and expense records in the database for each juror. ACS Juror Kiosk reduces the level of administration required to verify and conduct payment for jurors using a conventional accounts payable process and also reduces check handling and mailing costs.

- Reduce data entry by using ACS Juror InfoScan to scan responses to jury questionnaires into the database for future analysis

You Can Adapt Easily with This Flexible Solution

ACS Juror gives you the flexibility you need to update information or adapt to organizational changes. Examples of this flexibility include:

- changing a juror's term of service

- using either a two-step qualification process or a single-step method

- adding additional users to the system

- the use of dynamic tables (ensuring data integrity) that may be changed online

- the ability to upload and download data as current as the last entry

- adding responsibilities for additional courts

- ability for remote or satellite locations to utilize the application through modem "dial-up" or over a wide area network

ACS Product Support & Enhancement Program

ACS has distinguished itself with both our products and long-term commitment to our clients through the ACS Product Support & Enhancement Program. This program is designed to support and help you maintain and improve your ACS software system. Participants benefit from:

- Ongoing product support

- Product input, updates, and enhancements

- Continuous client communication

Through this program, ACS forges a lasting partnership with our clients. By participating in the program, our clients can help guide the evolution of ACS justice solutions by providing their knowledge and experiences in the justice environment. As a result of this client input and the software expertise of ACS, the ACS Product Support & Enhancement Program creates functionally rich, leading-edge software solutions.

Ongoing Product Support

ACS Hotline Support

The ACS Hotline toll-free telephone support system enables you to speak with an ACS consultant regarding functional and technical issues and to report support issues. The ACS Hotline is staffed Monday through Friday, 8:30 a.m. to 6:00 p.m., Eastern Time. In addition, extended ACS Hotline hours are available between 6:00 and 10:00 p.m. Eastern Time, ensuring that calls will be handled immediately the following business day. Requests submitted after 10:00 p.m. are recorded by our voice mail system and entered into the call tracking system the next business morning. ACS Product Support & Enhancement Program participants are allowed to make an unlimited number of calls to the hotline.

ACS Hotline consultants use good faith, diligent efforts to respond to calls as follows:

<u>Priority One Calls</u> – Priority one calls are defined as situations where clients experience a full or partial failure preventing them from performing critical processing, or where clients experience a partial failure hindering the ability to perform critical processing. ACS will respond to priority one calls within two business hours or less.

<u>Priority Two Calls</u> – Priority two calls are defined as situations where clients experience intermittent failure or problems that cause significant delay in non-critical processing. ACS will respond to priority two calls in four business hours or less.

<u>Priority Three Calls</u> – Priority three calls are defined as situations where clients experience problems that do not significantly affect critical processing. ACS will respond to priority three calls within eight business hours or less.

Remote Diagnostic Support
Typically, an ACS consultant attempts to duplicate a problem on the ACS baseline system in ACS' offices. In most cases, the consultant can provide an avoidance procedure relative to the problem. If the consultant recreates the problem and it proves to result from a defect, then a fix or avoidance procedure is communicated to the client, if available. If the consultant cannot recreate the problem, then remote access may be necessary to determine the cause of the problem. When remote diagnostic support is needed, an ACS consultant initiates remote support activities. The consultant then dials into the client system and attempts to duplicate the issue. For most platforms, the recommended tool for remote access is pcAnywhere®. Microsoft NT systems will require pcAnywhere.

Product Input, Updates, and Enhancements

Product Input
<u>Product Managers</u> **–** ACS justice solutions are managed by an experienced product management group. The product managers keep abreast of market needs by consulting with clients and industry experts and attending national meetings and conferences where the future of court operations, technological advances, and industry trends are discussed. In addition, the product manager holds special client focus groups to discuss their needs and interests. These meetings help us anticipate which changes will have the greatest impact on our clients.

<u>Focus Groups</u> **–** Clients have many ways to help guide ACS' development of enhanced product releases, with focus groups serving as an important tool. ACS invites clients to participate in well-structured sessions to discuss product issues, formulate and evaluate recommendations for future releases, and consider existing custom modifications for potential inclusion in the base product. These focus groups enable ACS clients to be an integral part of the ACS development team.

Updates and Enhancements
<u>Product Updates and Enhancements</u> **–** ACS supplies product updates to all ACS Product Support & Enhancement Program members to ensure that our software solutions are current and responsive to the justice market. Product enhancements are influenced by two primary factors: (1) changing requirements and trends in the industry, and (2) Requests for Product Enhancements (RPEs). Clients submit RPEs throughout the year outlining specific needs and suggestions for product additions, improvements, and enhancements. RPEs are

subsequently reviewed and prioritized. The RPEs receiving the higher priorities are considered for inclusion in a subsequent product release.

<u>Technical Updates and Enhancements</u> **–** On a technical level, the ACS Product Support & Enhancement Program ensures that your ACS investment will continue to bring significant value. Over the past several years, program members have received ACS products that migrated from one version of Oracle to the next. These technical enhancements keep your investments in ACS software current and in tune with your requirements and expectations. As Oracle technology continues to advance, we will incorporate these advanced technologies into the ACS Justice Information System and provide them to you in future releases.

<u>Update and Release Distribution</u> – ACS provides product updates to all ACS Product Support & Enhancement Program participants to ensure that software products are current. Updates are directed by ACS' product manager and are provided to clients in three ways:

- The software maintenance process
- The maintenance release process
- The development and general release process

When client issues are corrected in the baseline, all clients who participate in the ACS Product Support & Enhancement Program are offered that correction. When appropriate, new baseline corrections accumulated since the previous release will be packaged and distributed to all clients. A maintenance release includes applicable documentation and programs only.

Development and general releases of the ACS products are provided on a regular basis. New releases include enhancements to the baseline system. Enhancements may include improvements to existing functionality or introduce new functionality, and will include technological advances as we adopt them. Currently, ACS is averaging a new release every 12 to 18 months. Each general release is a full system shipped on appropriate media with documentation (user documentation and installations instructions).

Continuous Client Communication

Client Advocate Program
After you go live with an ACS justice solution, your project manager will coordinate your transition to the responsibility of an ACS Client Advocate. The client advocate's services are provided as part of your ongoing participation in the ACS Product Support & Enhancement Program, at no additional cost.

The client advocate becomes your single point of contact and works closely with you on a wide variety of issues. This includes providing you with information about upcoming releases, coordinating migration plans, scheduling any additional training or consulting services you might need, and keeping you informed about user group meetings or any product-related meeting that might be of value to you.

The client advocate is also your link to the rest of the company on virtually every issue other than routine ACS Hotline calls. Whether you have a question about an invoice or want to know the status of a work order, the client advocate can provide assistance and serve as a single point of contact during your relationship with ACS.

ACS User Conference

ACS values client input. We depend on it to help determine strategic direction for the solutions we provide to the justice community. To allow our clients to meet as a group and to share comments and ideas, ACS hosts an annual user conference where clients can interact with ACS staff and industry experts for specialized product, technical, and personal development training, previews of upcoming releases, and in-depth product demonstrations.

This conference provides an opportunity to meet and network with ACS management, colleagues, and other government and technology industry leaders. Clients present experiences related to enhancements, productivity, and the improved services the software affords the justice community. ACS' staff presents functional overviews of current and future releases of ACS solutions and facilitates in-depth discussions on product direction.

Our next user conference will be held April 21-24, 2002, in Lexington, Kentucky. It will provide an exciting, informative opportunity to learn about and contribute to the future development of our justice and government solutions. For more information about the ACS User Conference, visit www.acsuserconference.com.

Terms and Conditions

ACS Product Support & Enhancement Program Agreements are required for a minimum of three years for the ACS Justice Information System and Oracle software, beginning upon contract execution. These program fees are billed annually at the beginning of each contract year.

The annual ACS Product Support & Enhancement Program fee will be increased by no more than 10 percent per year. Software maintenance and enhancement releases are provided to program members at no additional charge.

To enhance your organization's potential for success with ACS' products, we offer a comprehensive range of support services that enable you to maintain the efficiency and desired functionality of our solutions. The ACS Product Support & Enhancement Program provides the product support, product updates and enhancements, and client communication you need to protect your investment in our solutions. The partnership formed between ACS and our clients through the program creates functionally rich, leading-edge software solutions.

Summary

Organizations around the world look to ACS for comprehensive technology and service solutions. Solutions that enable them to adapt quickly to rising expectations, save time, reduce costs, and provide exceptional service without having to add additional staff or extend office hours. And solutions that are flexible, scalable, and capable of integration with other systems to share information and reduce excessive data entry procedures.

Every day, ACS provides clients with integrated, end-to-end solutions. Regardless of the challenges you face, ACS can provide technology solutions that support your needs. ACS has the resources and expertise you need to assess, plan and meet your technology objectives. We will work in partnership with you to provide innovative solutions that help you achieve your organization's technology vision.

C - Ancillary Services/Project Management Qualifications

ACS assumes there are three large and nine medium sized counties that would desire the on-site approach to implementation, with minimum data conversions. ACS further assumes that the remaining 80 counties would implement the ACS solution using the application outsourcing model approach with no data conversions. While the two approaches are defined below, some activities such as modification identification are intertwined. Both approaches would be occurring concurrently.

On-Site Implementation Approach

The ACS on-site implementation approach follows our proven implementation methodology. An ACS technical consultant will install and certify the baseline application software on the hardware located at each of the sites.

ACS would provide train the trainer training to the three large counties for each court type implemented (i.e., Civil, Criminal, Juvenile, Traffic) and task-based training for the nine medium courts. ACS envisions task-based training for the medium counties being conducted at a central site within the state.

While each of the sites would be autonomous in its procedures, ACS anticipates the sharing of modifications and configuration setup across the entire statewide implementation. ACS predicts that each of the large counties would take 18-24 months for implementation, while the nine medium size counties would be implemented in a 12-month timeframe.

Throughout the implementation, each site would have a full-time project manager and receive on-site implementation support during the go-live efforts.

Application Outsourcing Model Approach

Installation of the baseline case management system application software at the off-site data center is the first required step under the application outsourcing approach. ACS will install and certify the application at the data center as well as certify the application's functionality at a central site in Indiana. Once the certification checklist has been completed, ACS will then work with the Division to begin the configuration process.

ACS has assumed that the Division would provide a representative sampling from courts across the state to participate in process review and planning sessions. These sessions will then form the basis for thorough application training. During the training process, the state's core team of representatives will receive not only application functional training, but also a complete understanding of the interaction of codes and rules through the use of validation tables. Upon completion of this training, the state's core team will then determine best

practices and validation codes, which should be used for the courts. Working with ACS, these codes will be entered into the database.

An additional responsibility of the state core team is to determine any functionality, which should be added to the baseline application in the form of software modifications. While the ACS Justice Information System is flexible enough to meet most courts' needs, there are instances where modifications are required. ACS has priced into this model a pool of hours for modifications, which may meet the Division's needs.

Once the Division has determined the best practices and codes for usage, ACS will then implement the case management system in approximately 20 counties per year. ACS envisions end-user training to be conducted by ACS at a central training facility provided by the Division, and anticipates yearly operations of the training center with a functional consultant providing task-based training. As the system configuration is standard statewide, training will be county independent, and multiple counties could send participants to the class.

After the counties' end users have received training and are ready to implement, an ACS functional consultant will be on site for a period of three weeks for implementation assistance. Additionally, throughout the entire process, an ACS project manager will work with each county. ACS has proposed that two pilot sites initially proceed using this process in the first year, and then approximately 20 sites per year would implement under this approach.

Professional Services

When you select the ACS Justice Information System, you will have elected to implement the best possible information management solution option for your justice operations. The software selection obviously doesn't end the process, though, for even the best software won't benefit your organization until it is properly implemented and your staff is well trained.

ACS has been in the software industry for years. In that time, we've learned a lot about what works and what doesn't work in the implementation of quality systems. We have created a well-defined package of services designed to ensure that you will have the resources, plans, and management necessary for a smooth and effective implementation.

The ACS approach is a collection of fine-tuned, "tried and true," best practices. Through these practices, our professional services team considers it their mission to provide implementations that are within budget, on time, and which yield a maximum return on your software investment.

Our staff is fully prepared to meet your needs and expectations. The organization includes both technical and functional consultants, software engineers, highly skilled project managers, and account managers focused on the continued success of your operations. Their responsibilities are clear, with no inefficient or costly duplication of effort.

Key Staff

ACS' staff is experienced in implementing systems to meet the needs of justice organizations. ACS' project implementation team has extensive government experience and is comprised of seasoned professionals who will participate in ensuring a successful implementation.

Many members of the ACS staff will work with you to ensure your successful implementation. However, several will be particularly important, and each is highly trained and qualified for his/her role.

Project Manager

The project manager is responsible for your successful implementation—on schedule and within budget. It's that simple. The project manager works closely with the Division's project manager and other members of your staff until you "go live." The project manager will track every milestone, every deliverable item, and every service.

The project manager first becomes thoroughly familiar with your specifications and expectations. After working with other professionals, the project manager develops a proposed project plan, typically in concert with your designated representative. This proposal appears later in this section. Periodically throughout the implementation, the project manager will conduct on-site visits to monitor progress and discuss your ongoing needs. The project manager will coordinate all training, follow up on action items, and even check to make sure post-training activities are completed so that your staff will be adequately prepared for the training sessions that follow.

If your implementation requires data conversion and/or custom modifications by ACS, the project manager will coordinate all associated activities. Throughout the implementation, you will have a single point of contact whose success is measured by your success.

Consultants

ACS provides specialized functional and technical consultants for every implementation, and you may elect to add process consultants to the team to meet your specific needs.

Each consultant is well prepared and has experience working in the justice environment. Many of ACS' functional consultants have actually worked in courts throughout the country. Their training is under the direction of experienced instructors who have higher education, curriculum development, and court environment experience.

Functional Consultants

Upon joining ACS, each functional consultant receives a minimum of six weeks of highly focused training on the ACS Justice Information System and basic technical issues — regardless of prior experience. Throughout the process, the consultant is tested for proficiency. Training also includes instruction on training processes and procedures, as well as ACS' teaching methodology, including the use of manuals that are updated with each product release.

After completing formal training and spending considerable time working independently with the product and related materials, the consultant observes an experienced consultant at one or more client sites and later

conducts training under the direct supervision of a training mentor. From time to time, you may experience these mentoring trips at your location. Providing mentoring trips is another way ACS ensures qualified resources are available to our clients.

Technical Consultants

Technical consultants go through a similar process, with focus on the Oracle database environment, networks, Oracle tools, database administration, and other topics essential for their work instructing your technical staff. They also receive functional training to ensure they understand the impact of technical issues on the court's operations.

Consultant Certification Process

ACS' functional consultants must complete a product training class, which evaluates their understanding of the court environment and the ACS Justice Information System. Functional consultants receive additional training prior to the release of each new version or extension of the product. To maintain a certified status, functional consultants make product-related presentations and develop recommendations regarding potential product enhancements. Additionally, functional consultants are periodically evaluated on site. The certification process reinforces the concept that the functional consultant must constantly be concerned with issues about the product that interest our clients.

Client Advocate

After you go live with the ACS Justice Information System, your project manager will coordinate your transition to the responsibility of an client advocate. The client advocate's services are provided as part of your ongoing participation in the ACS Product Support & Enhancement Program and provided at no additional charge.

The client advocate becomes your single point of contact and works closely with you on a wide variety of issues. This includes providing you with information about upcoming releases, coordinating migration plans, scheduling any additional training or consulting services you might need, and keeping you informed about user group meetings or any product-related meeting that might be of value to you.

The client advocate is also your link to the rest of the company on virtually every issue other than routine ACS Hotline calls. Whether you have a question about an invoice or want to know the status of a work order, your client advocate can provide assistance.

Again, throughout your relationship with ACS, you have a single point of contact whose success is measured by your success.

Implementation Methodology/Standard Services

Each customer brings to ACS its own unique needs, processes, and ideas for managing a project such as this one. From every project, ACS further expands its experience and expertise. Drawing upon this experience, the following elements have been developed to provide structure for each implementation.

Kick-Off Meeting

As soon as possible after you have signed a contract with ACS, the project manager will work with you to schedule a kick-off meeting at your location. This meeting is critical for a smooth implementation. You should plan to have your project manager attend, as well as key members of your implementation team.

At this meeting, ACS will present an overview of the process to ensure that everyone affected understands what will occur and when. The proposed project plan will be reviewed and confirmed. However, if the court's schedule requires adjustments or if there have been delays prior to the anticipated contract date, changes will be agreed upon at this meeting.

This meeting will also give your staff members an opportunity to ask questions about the implementation process and to raise issues that will need to be addressed in the plan.

To further understand your environmental issues and workflow requirements, the kick-off meeting includes a tour of the facilities where hardware will be installed and users work. This will also help us tailor your ACS Justice Information System configuration and your operating processes for maximum benefit.

Project Plan

Upon conclusion of the kick-off meeting, the confirmed project plan is distributed to all departments of ACS that have a role in the implementation process. This plan contains all the details necessary to schedule staff and support resources required for the implementation. For example, the plan will identify milestones, project deliverables, payment schedules, and items your organization will be responsible for providing, such as sign-off on specifications or hardware acquisition. It is important that your project manager and team members be involved in the plan from the beginning to ensure their commitment and understanding.

The project manager oversees execution of the plan and coordinates closely with your project manager and key members of your implementation team.

Installation & System Certification

During the installation and system certification process, the application software is loaded onto your system, and a certification checklist is completed in order to verify that the software is ready for execution by the ACS trainer. The phases of this process include software installation, forms validation, and software functionality testing.

Software Installation Validation Testing

During the Software Installation Validation Testing phase, an ACS technical consultant will verify that the necessary technical environment and tools exist to execute the ACS Justice Information System software on

the test server. Additionally, the technical consultant will install the ACS Justice Information System software on your server. This process includes verifying that all the purchased modules are loaded and the ACS Justice Information System software has been installed successfully. At least one of your machines will be reviewed to ensure it has the proper capabilities to interact with the training server. If there are missing requirements, you will be advised of what to do to correct the situation.

Forms Validation Testing
During the Forms Validation Testing phase, an ACS Justice Information System certified technical or functional consultant verifies that each form and report in the ACS Justice Information System is accessible.

Software Functionality Testing
An ACS Justice Information System certified functional consultant will complete the Software Functionality Testing phase, which involves validating the functional capabilities of the ACS Justice Information System as stipulated in the ACS Justice Information System online help.

Court Process Review

A functional consultant and, as necessary, a technical consultant will work closely with your staff to more fully analyze your business processes and understand the details of your operations so the ACS Justice Information System can be configured to meet your needs as closely as possible.

As we more fully understand your detailed processes, we can provide suggestions throughout the initial configuration. This will enable you to gain maximum benefit from the power and flexibility of the ACS Justice Information System.

Training

Through extensive experience in many environments, ACS has developed a recommended training methodology, though it may be modified to meet your specific needs. We have found that a Train-the-Trainer approach, involving eight to 10 members of your staff, will achieve maximum results, with minimum reasonable impact on your daily operations. Using the Train-the-Trainer approach, ACS trains a core team of your employees, who will thereafter deploy the training to your end users.

ACS' Basic Training package contains all the training your court will need to be up and running on the ACS Justice Information System. While the training program can be customized for your court, in most cases baseline training for each ACS Justice Information System component (Civil, Criminal, Traffic, Juvenile) takes 10 weeks. This includes pre-implementation, go live, and post-implementation assistance. For multiple courts, five weeks are added to the training plan—an additional week of courts process review per court, an additional week of court-specific training, and three additional implementation weeks.

Training Recommendations

We recommend a classroom-type training environment, but we can also provide individual training at your request. If you prefer, we can even conduct the training in our Lexington, Kentucky, office. Training consists of a combination of lecture, demonstration, and hands-on exercises. ACS' consultant will use prepared training materials and exercises.

We further recommend that training not be scheduled on consecutive weeks. This allows employees time to complete assigned exercises and to catch up on normal work responsibilities.

For optimum results, the training facility should be large enough for the necessary equipment and allow users and the trainer to move about freely. The facility should be equipped with appropriate lighting and ventilation. The lighting should allow for viewing of individual terminal/workstations, training materials/manuals, and a projection display for the trainer's terminal/workstation. The trainer should

Basic Training Package	
Product Training	Court Process Review
	System Certification and Acceptance Testing
	Application and Court Workflow
	Navigation/Setup/General Person/Security
	Docketing/Case Initiation
	Scheduling and Event Processing
	Letter Generation/On Demand Printing
Implementation Support	Pre-Implementation
	Live
	Post-Implementation

Additional Application Training Services
Criminal Case Processing
Traffic Case Processing
Juvenile Case Processing
Extended Case Information
Accounting Management
ACS ActiveArchive
ACS CourtConnect

have a separate terminal/workstation attached to an overhead projection device (LCD panel and overhead projector or similar equipment). Each user will need a workspace large enough to accommodate a workstation, keyboard, training materials, and note pads. A printer suitable for generating the ACS Justice Information System reports should also be in the training room or be easily and quickly accessible.

Functional and Technical Training
ACS will deliver both functional and technical training. Technical training will typically be presented first, as we work with your technical staff on Oracle tools, database administration, Oracle Forms, and general technical information related to the ACS Justice Information System. However, if you prefer and if facilities and staff are appropriate, technical and functional training can be conducted concurrently.

Functional training will focus on the setup, configuration, usage, and reporting of the specific ACS Justice Information Systems. Functional training will be tailored to meet your needs and specific requirements of the pre-approved project plan. It is essential that the staff assigned to the training sessions be provided the time to participate in all training sessions. Functional employees should attend the functional sessions, and technical employees should attend the technical sessions. It is also important that employees be expected to complete the assignments that are given to them so they can demonstrate what they have learned to the trainer.

ACS' Training Processes
While some software firms deliver training and go home, ACS approaches this critical part of the implementation much more seriously. We want to know how you believe the training process is proceeding and we want to ensure that everyone involved at ACS is fully aware of the progress. To achieve that, we have formal processes well established.

- **Evaluations** – At the end of each training unit, participants are asked to complete an evaluation of the consultant and the material. The evaluations, which may be completed anonymously, are returned directly to ACS so we can constantly assess and improve the training process. While the reports we have received in the past have indicated an extremely high level of satisfaction, we want to improve continually. In the unlikely event that any difficulty should arise, we want to know about it immediately so we can address it. We give every training participant an opportunity to give us the necessary feedback.

- **Reports** – ACS consultants also write a report (Services Summary Report) after each trip to your site in order to update everyone concerned about the progress made and any issues needing to be addressed. This report is made available in an online internal database to every affected department within ACS, so that we can always be prepared to offer the assistance you need with the most current information readily available.

On-Site Assistance

As you complete your training and move closer to the date you will switch from your old system to the ACS Justice Information System, we will work with you to develop a transition plan. In most cases, this will include a "mini parallel run" on a test database. You will compare data via inquiries, reports, account balancing, and other activities. After that, you will typically extend the process to a full parallel run.

When you are ready to begin parallel operations, ACS will be at your location to provide assistance. We realize this is a major step and it imposes a significant challenge. You will be managing your data in both your old system and the ACS Justice Information System, and this can be a challenging process. By being there with you, we can answer your questions and simplify the process.

We will be there when you go live, too. By that time, you should be well prepared to implement the ACS Justice Information System, but we will be there for added support. We will also have staff ready to provide rapid assistance for any issue that might arise.

Additional Services

Consulting Services

ACS provides additional services that may be selected to ensure the ongoing success of your system and technology initiatives.

Training Material Development

An ACS functional consultant, in consultation with a technical writer, will develop customized training material for core team training. Elements of the material can be subsequently incorporated into the end-user training as determined by the core team.

Training Plan Development

End-user training is included with your ACS Justice Information System, but you may find that your court has other training needs. From selecting core team members to developing a curriculum for end-user training, ACS' training plan development service outlines all facets of the application rollout training. ACS provides functional support for this initiative, but development of this tool is primarily the responsibility of your court's core team.

An ACS functional consultant will work with your core team members to define and plan for the end-user training. Included in this task are the following milestones:

Additional Services
Consulting Services
– Training Material Development
– Training Plan Development
– Curriculum Support
– Product Certification
– Configuration Setup Assistance
– Letter Setup Assistance
– Security Matrix Setup
Custom Modifications
Data Conversions

- Assist with assessing current computer skills of end users
- Assist in the development of a plan to train (who, what, when, where, etc.) that includes developing a training calendar, identifying training team members, creating a training approach, and scheduling basic computer training courses, as well as Train-the-Trainer courses
- Assist in analyzing ongoing training needs

Curriculum Support

From determining user computer skills needs to providing instructional materials support, ACS' curriculum assistance service provides instruction for developing training plans and ensures maximum benefit from those

plans. An ACS functional consultant works with your core team members to assist in the development of the curriculum for end-user training.

Product Certification
An ACS functional consultant will provide quizzes, hands-on exercises, and a certification exam as the tools to measure a participant's comprehensive understanding of the ACS Justice Information System. Your core team members, in consultation with an ACS representative, can determine the levels of certification that meet the expectations and needs of the Division. Certificates of completion will be produced for those participants meeting the certification guidelines.

Configuration Setup Assistance
An ACS functional consultant will provide on-site assistance as your core team begins the process of determining system validation, rule, and control form coding.

Letter Setup Assistance
ACS will focus on assisting the client with the development of up to 20 standard forms or letters used within the court, according to the Project Plan. It is the responsibility of the client core project team to finalize the documents needed for the court(s) implementation.

Security Matrix Setup
Based on the Court Process Review and discussions with client-designated resources, an ACS functional consultant and an ACS technical consultant will work with you to develop a security matrix and will review role security setup within the ACS Justice Information System. It is the responsibility of the client core project team to finalize the security matrix documentation for the court(s).

Custom Modifications

Though the ACS Justice Information System sets the standard for flexibility, some complex courts can have requirements that are so unique that custom modifications are required. This work may be done by your technical staff, since we deliver source code with all ACS Justice Information Systems, but you may wish to have ACS do the work to ensure consistency and efficient integration.

ACS recommends that requests for modifications not be finalized until after training is under way. Our extensive experience has shown that modifications clients expect to need during the evaluation process often aren't needed after the users see the many ways the ACS Justice Information System can be used to accomplish their goals. In addition, if training is under way, and your staff has a better understanding of the capabilities of the ACS Justice Information System, then it is easier to establish more accurate requirements for desired modifications.

We realize that it is often necessary to have modifications assessed and quoted prior to the selection of the software system. In those cases, we necessarily have to make our assessment at a rather high level, based upon our mutual understanding of requirements.

Regardless of the timing, we follow the same process:

- A dedicated ACS project team is established to deliver your required custom modifications.

- Members of the ACS project team develop functional specifications for the desired modifications. The objective is to determine the business and user design issues of the necessary modifications. During this activity, we will work with your staff to design effective functional solutions to each requirement.
- You will be required to sign off on the developed functional specifications.
- Upon approval of the functional specifications, the ACS project team will build the required technical specifications, consistent with the functional specifications, to deliver the desired functionality.
- The corresponding database, program, and interface design are carried out by the ACS project team, according to the developed technical specifications.
- The ACS project team will develop the code required to deliver the desired functionality (using our standard development tools, standards and methodologies used in development of the ACS Justice Information System).
- The ACS project team will conduct thorough unit and peer tests of the developed code.
- The ACS project team will conduct a thorough integrated system test if you specify. (This additional level of testing is not required.)
- ACS will deliver the tested code (typically electronically) and will assist your staff as you apply the modification to your test environment.
- You will test the modification in a test environment to ensure it functions as expected, and ACS will cover the delivered modifications under warranty for a period of 30 days. We warrant that the modification will perform in accordance with functional specifications.
- Upon completion of testing, you will transfer the delivered modifications to your production environment.

Data Conversions

ACS has extensive experience converting data from legacy systems. We even have staff members dedicated full-time to converting data from legacy systems to the ACS Justice Information System. ACS can conduct the conversion under our full-service model, or provide specific assistance if your court elects to handle your data conversion effort.

Proven Data Conversion Methodology

When you elect to have ACS convert your data, our proven methodology ensures your data will be converted efficiently and data errors will be detected and corrected before becoming a part of your ACS Justice Information System database. Using our methodology, ACS will:

- **Analyze the Legacy System** – Working with your knowledgeable staff, ACS will thoroughly analyze your legacy system. This will include some on-site work by our data conversion specialists. We will review available table structures and entity relationship diagrams of your legacy system in order to gain a complete understanding of your existing data and how you want that data to "map" to the ACS Justice Information System.

- **Develop Data Map and Write Necessary Conversion Code** – If you choose, ACS will write the code necessary to perform the data conversion process. ACS uses several different conversion tools to assist in the conversion process. Typically, we use a third-party software tool that combines the data mapping and coding process for maximum efficiency.

- **Test Conversion Code** – If you choose to have ACS write the required data conversion programs, ACS will conduct a series of sample data conversion tests to ensure the accuracy of the converted data. Through this series of sample data conversion tests, ACS will work with your staff to determine required changes to the conversion programs. When both parties are satisfied with the test results, ACS will conduct a live data conversion run, typically at your site.

Full Data Conversion

ACS recognizes the importance of data conversion and uses a phased approach to accomplish this process. Working with each court's data processing staff and end users, ACS consultants and technicians will recommend a methodology for converting existing data. Several factors will be examined during this process. Among these are:

- Completeness of data in the current system
- Accuracy/validity of data in the current system
- Code conversions/translations
- Sequence of interrelated update events
- Cut-off of historical data
- Computing tools available to conversion personnel
- Phase-over procedures
- Non-existence of required ACS Justice Information System data
- Access to computing resources

Full Data Conversion Phases
– **Phase 1 – Preliminary Analysis & Plan Development** Core ACS Justice Information System Module ACS Criminal and/or Traffic Information Full Accounts Receivable Information Accounts Payables Information & General Ledger Information Custom Modifications Information Validation and Rule Population Sample Data Verification Sample Run and Live Pass Data File Manipulation – **Phase 2 – Sample Run Phase** – **Phase 3 – Live Run Phase**

Phase I – Preliminary Analysis and Plan Development

During the first phase of data conversion, an ACS technical consultant and an ACS functional consultant will analyze the client's legacy system on-site at the client's facilities. In this phase, ACS will acquire file layouts, data definitions, and a set of clean, linked, ASCII sample data from the client project team. Linked sample data includes all records from all files/tables for a certain set of cases. Actual record counts and data sizes will also be acquired. ACS will provide the machine requirements necessary for remote access. ACS will identify what source data the client desires in the new system. Concerns, such as what system the conversion will be run on, how to get the legacy data to the conversion system, remote access to the legacy system and the ACS Justice Information System, and how to get the output data, in an ASCII format, from the legacy system to the ACS Justice Information System are also addressed. A determination will be made during this phase as to whether the data can, or should, be converted to the ACS Justice Information System.

Core ACS Justice Information System Module

This conversion includes converting general base case information into the ACS Justice Information System's Component System's General Case Base Table (CDBCASE); general people information into the General Person Table, General Address Table, General Telephone Table, General Personal Information Table, and the Also Known As Repeating Table (SPRIDEN, SPRADDR, SPRTELE, SPBPERS, and CPRALIS); Legal Category groups and parties on the cases into the Case/Party Repeating Table and the Person Legal Category Repeating Table (CDRCPTY and CPRLCAT); and general Register of Actions or docket entries into the Docket Repeating Table (CDRDOCT).

This module also includes converting related case information into the Related Case Repeating Table (CDRRELC); cross-referenced case information into the Case Cross-Reference Table (CDRXREF); and Judgment information that is attached to docket entries into the Judgment – For Repeating Table and the Judgment – Against Repeating Table (CDRJFOR and CDRJAGA). In addition, this module includes converting future scheduled events and corresponding docket entries into the Case/Event Repeating Table and the Docket Repeating Table (CSRCSEV and CDRDOCT). This module will convert Warrants and Case Jacket information into the required service documents tables and case jacket tables.

ACS Criminal and/or Traffic Information

This module includes converting violations and violation dispositions into the Party/Charge Repeating Table (CDRCHRG); plea information into the Charge/Plea Repeating Table (CDRPLEA); arrest information into the Party/Arrest Repeating Table and the Vehicle Incident Table (CDRARST and CVBTRAF); and sentence information into the Sentence Table and the Sentencing Comments Table (CCBSENT and CCBSTXT).

Full Accounts Receivable Information (Includes Open Bonds)

This module converts details for both fees and payments. This information is stored in the Charge/Payment Repeating Table, the Account Payment Repeating Table, the Payment Application Table, the Accounts Receivable Payment Plan Table, and other receipt tables (CBRACCD, CBRACCP, CBRAPPL, CBRPLAN, CBRRCPT). This module will also convert open bonds into the required bond tables.

Accounts Payables Information and General Ledger Information

ACS recommends that this information be transferred manually by the client.

Custom Modifications Information

ACS' data conversion modules do not include any data that may be required for conversion due to the customizations. However, ACS realizes the importance of customizations and the corresponding conversion issues.

Validation and Rule Population

Producing the control, validation, and rule tables that control the ACS Justice Information System are the client's responsibility. However, it is possible for ACS to populate these tables for the parts of the conversion performed by ACS. This effort takes the legacy codes and creates corresponding records in the appropriate tables. The description for these codes are created as "UNKNOWN". With this approach, the client only needs to change the UNKNOWN into a valid description. For this module, ACS shall provide assistance in creating the validation information for the contracted modules only. This assistance will be in the form of creating validation records with descriptions that the client will have to update. These codes will match the codes that are created during the conversion process.

Sample Data Verification

ACS will verify that sample data was converted based on the information provided by the client during the on-site analysis trips and information provided back from the client after the two sample runs.

Sample Run and Live Pass

For this module, ACS will provide one extra sample run and one extra live pass for one record set.

Data File Manipulation

It is the client's responsibility to provide legacy data to ACS in an ACS-specific ASCII format. The required layout will mimic the table layouts for the ACS Justice Information System. For this module, the client provides the data files in a client-determined format. ACS conversion staff can then perform the manipulation of the data file into the required ACS layout.

If the client does have the ability to produce the output data files, ACS conversion staff can attempt to create the output data files as well.

It is expected that these data items are the only data items that require conversion.

The Data Map and conversion programs are developed, with client input when necessary, during this phase by the ACS conversion specialists. This will result in the creation of conversion programs that will be used to convert the legacy data into a format to be used by the ACS Justice Information System. This conversion program will be executed for the client during Phase II.

Phase II – Sample Run Phase

With years of data conversion experience, ACS has developed a methodology to deliver a successful conversion. ACS has determined that an iterative process provides the best feedback and produces the most successful conversions. ACS has priced this iterative process with the expectation that there will be two sets of sample runs and updates to the programs.

This phase consists of the following steps:

- Execution of the conversion programs on a subset of data for the first sample run. The ACS conversion specialist shall determine the size of the subset.
- Verification of the output by ACS and the client. Availability of the appropriate personnel from the client for this task is vital to the timely success of the conversion project.
- Verification of the output by the client. Over the course of approximately two weeks, the client is expected to completely validate converted sample data and provide any necessary changes to ACS.
- Coding response by ACS to issues from the first sample run.
- A second sample run will be performed. The size of this subset shall also be determined by the ACS conversion specialist. This subset us usually larger than the subset for the first sample run.
- Verification of the output by ACS and the client. One to two days are allocated for verification. Availability of the appropriate personnel from the client for this task is vital to the timely success of the conversion project.
- Verification of the output by the client. Over the course of approximately two weeks, the client is expected to completely validate converted sample data and provide any necessary changes to ACS. This is the final opportunity for the client to make any requests for changes to the provided conversion programs. As such, the client should thoroughly test out all processes on the converted sample data.
- Coding response by ACS to issues from the second sample run.
- A final execution of the conversion programs as a final demonstration of the completed programs may also be performed if the ACS conversion specialist deems necessary. The ACS conversion specialist shall also determine the size of this subset. The size of this subset would ideally be all records being converted to act as a full test of the conversion. However, the number of records to be converted shall be determined by the conversion specialist based upon how many records are expected to be processed in a given week. Sample run execution is typically provided via an on-site trip.
- The client approves the final demonstration run. The sign-off will provide the opportunity to indicate acceptance of the converted data fields.

At least two weeks prior to the first sample run being performed, the client is required to populate all required control tables, validation tables, and rule tables, using the ACS Justice Information System. The client should retain a clean copy of all such control tables, validation tables, and rule tables for use with each subsequent conversion run.

It shall be the client's responsibility to perform all table sizing, instance creation, database tuning, and any other DBA activities for any sample run environment.

Phase III - Live Run Phase

This phase consists of a technical consultant coming to the client site and working with the client's DBA to execute the live pass of the conversion. It shall be the client's responsibility to perform all table sizing, instance creation, database tuning, and any other DBA activities for the production environment. The following issues shall be discussed prior to this visit by the ACS conversion specialist and the client's DBA:

- Data freeze
- Data acquisition
- Program execution
- Data Verification

Summary of Data Conversion Responsibilities	
Client Responsibilities	**ACS Responsibilities**
– Assist in conversion plan development – Provide legacy system data structure – Provide sample data in an ASCII format at the time of the on-site analysis – Verify and sign off of on Data Map – Provide clean, linked ASCII sample data for actual testing of conversion programs – Provide all validation codes, rule codes, and system control values – Provide test conversion environment, including properly sized database – Verify data during test conversion – Conversion acceptance and sign-off – Provide production environment for live run – Final conversion run	– Develop conversion plan – Map and construct conversion programs – Test conversion programs – Rework conversion programs – Develop plan for conversion run – Execute mock conversion – Analyze test results – Make coding changes as needed – Deliver conversion code

ACS will work with your court in developing the Division's specific conversion process.

A standard data conversion consists of a single record set. A record set can be defined as a logical grouping of data in a single system or software package, the conversion of which must follow a logical file arrangement from a single source. ACS will review the data to be converted to determine whether the data can be considered a single record set or multiple record sets. If multiple record sets exist, the conversion of the data becomes more difficult and will be priced accordingly.

Data Conversion Assistance

ACS recognizes the importance of data conversion and has a staff of data conversion specialists who are able to assist in the transition to the ACS Justice Information System. ACS also recognizes that some courts possess

data processing staff who are capable of performing the data conversion process. In these cases, ACS can still provide vital services relative to the data conversion process by supplying data conversion specialists to help develop data mapping for existing data into the ACS Justice Information System. Working with the Division's and each court's data processing staff and end users, ACS consultants and technicians will analyze existing data and recommend a methodology for converting existing data into the ACS Justice Information System. Several factors will be examined during this analysis process. Among these are:

- Completeness of data in the current system
- Accuracy/validity of data in the current system
- Code conversions/translations
- Sequence of interrelated update events
- Cut-off of historical data
- Computing tools available to conversion personnel
- Phase-over procedures
- Non-existence of required ACS Justice Information System data
- Access to computing resources

As part of the data conversion assistance services provided by ACS, one technical and one functional consultant will come on site to analyze the legacy system. File layouts, data definitions, and sample data are acquired at this stage. Actual record counts and data sizes will also be acquired. ACS will identify what source data the client desires in the new system. A determination will be made during this phase as to whether the data can, or should, be converted to the ACS Justice Information System. A formal Data Map is produced and delivered to the client. The Data Map will consist of direct mapping of the data from the legacy data fields to the ACS Justice Information System data fields. This mapping, having been approved by the client within 10 business days, will indicate any translations or limitations that will be involved. The method for populating required ACS application fields, which do not have corresponding fields in the source data, will also be determined, and a recommendation will be provided to the client.

Migration Assistance

ACS regularly enhances the ACS Justice Information System applications to stay current with the latest developments in the justice environment, to respond to client requests, to stay technically current, and to ensure that our solutions provide maximum return on your technology investment.

While your organization may elect to migrate to the latest release without assistance, we can provide a variety of services at your request. These services can be tailored to your needs and can range from planning and executing the migration at your location to assisting your staff remotely. Services can also include training your staff on the new features and functions.

Your client advocate will always be available to help you determine the best approach and will be pleased to provide you with a quote for exactly the assistance you want.

Business Process Consulting

ACS can offer specialized, customized assistance to review your business processes and apply best practices criteria to recommend improvements. Our substantial experience with complex courts, coupled with the practical experience of employees who have worked for courts, gives us the perspective necessary to assist you.

We can provide an objective analysis of your processes and suggest ways to improve productivity and services to the court's constituents. This assistance can be provided at any time before, during, or after the ACS Justice Information System implementation process. Your project manager or client advocate can make the necessary arrangements.

Modification Reintegration

ACS always provides source code for the ACS Justice Information System applications and for custom modifications we develop for you. While we always try to design modifications to have as little impact on baseline code as possible, future releases may result in changes that affect your modification.

If that is the case, your staff may wish to reintegrate the modification without our assistance, or you may want us to assist. We can provide the customized help you want, ranging from on-site integration to remote telephone assistance. Again, your client advocate will provide the information you need and manage scheduling.

Furthermore, to best support our clients' migration to new releases of the ACS Justice Information System, ACS uses advanced software tools that efficiently manage the integration of custom modifications. These tools include Trillium Software's Developer/2000 source code comparison tools and Platinum Harvest's configuration management tools. The Trillium source code comparison tools provide essential information required for understanding the source code differences between multiple versions of a program. The Platinum Harvest configuration management tool provides a cornerstone for a disciplined integration methodology between ACS' professional services and ACS Justice Information System development groups.

Remote Database Administration (DBA) Services

Maintaining a highly complex case management system and its supporting database structure requires a highly qualified individual to ensure that the application is available when needed, upgrades are applied when necessary, the database structure is well-tuned, and maintenance is performed as required. ACS recognizes that some courts may require ongoing support and assistance from a skilled DBA in order to maintain their case management software. Our Remote Database Administration Services allow you to receive ongoing database administration support and services from ACS following your live implementation. The level of support and the duration of support that is provided under this service may be customized to meet the needs of your court.

The following services may be provided as part of Remote Database Administration Services:

- Maintain the ACS Justice Information System and ACS General systems by performing periodic ACS Justice Information System and Oracle upgrades
- Install minor software corrections when received from ACS

- Periodically dial in to monitor database activities, tune the database, and work with the system and network manager(s) to improve overall performance
- Develop and implement security and backup/recovery plans
- Create new accounts and grant and revoke database privileges
- Support application implementation, including data conversion
- Propose changes, upgrades or tuning adjustments as necessary
- Coordinate with the computer services staff to assist in or implement recommended changes, including on-site visits as necessary

As part of the standard Remote Database Administration Services package, a qualified ACS database administrator will conduct an initial on-site visit to your court. During this visit, the administrator will review and document the existing environment and meet with the internal systems support personnel to discuss the goals and direction of your court. During this initial visit, ACS will assist in developing the procedures regarding the administration of the ACS Justice Information System and will work towards devising a mutually agreeable plan for performing routine database maintenance that will minimize impact to your computer environment.

Upon request, ACS may send personnel on-site to perform any of the services provided under the Remote Database Administration Services package at an additional cost for any associated living and traveling expenses. You may also schedule applicable database administration services to be performed during off-hours, if necessary. ACS typically requires two weeks advance notice for scheduling off-hours work. ACS realizes that certain emergency situations may arise that may dictate off-hours work be performed immediately. However, work efforts such as upgrades or maintenance that need to be performed should be scheduled in advance.

ACS CourtConnect Installation

ACS recognizes that configuring a web-based application can be complex. That's why our staff of technical consultants is well prepared to install and configure web-based applications, including ACS CourtConnect. These technical consultants can assist your court in quickly implementing ACS CourtConnect by installing the required ACS and Oracle software and configuring this software to communicate with your production and test ACS Justice Information System databases.

As part of our offering, our technical consultants will perform the following activities when installing ACS CourtConnect:

- Install ACS CourtConnect software in a replicated test environment and a replicated production environment
- Assist with the configuration of the ACS CourtConnect home page, including the addition of logos and the configuration of desired color schemes
- Train information systems staff on maintenance and configuration of the ACS CourtConnect web homepage
- Provide "Train-the-Trainer" training to designated court training staff on the use of ACS CourtConnect
- Verify, with assistance from court personnel, the accuracy of data retrieved and displayed through ACS CourtConnect

The successful installation of ACS CourtConnect may require access to the production database through your organization's firewall. It will be your organization's responsibility to ensure this access is available through the firewall. For security and system integrity reasons, it is important that the client configures, maintains, and modifies the firewall as necessary.

ACS' consultants can also work with your staff to ensure that your hardware and networking configurations are appropriate for the ACS CourtConnect implementation.

D - Network Qualifications

The leading systems integrator for State & Local Government services, ACS will provide full network integration services to help ensure the proper performance, availability, and security of the Division's network environment. ACS provides network integration and telecommunications management services (including voice and data network support) to 155 clients. We currently monitor 5,535 circuits, 438,500 SNA terminal definitions, 71 PBX systems and more than eight million long-distance toll minutes per month. We own and operate world-class network operation centers (NOCs) at each of our regional data centers.

Network Support Services

ACS experience in open systems and networking skills. Our network specialists have knowledge and expertise in key areas of network technology, including IBM System Network Architecture (SNA), which includes VTAM and NCP for mainframe access; Novell Netware; Windows NT; AppleTalk; DecNet; TCP/IP; ATM; frame relay; PBX; Centrix; and other open network protocols over various network and telecommunications topologies.

ACS will perform the functions necessary to provide reliable, convenient, and responsive access to network services. ACS will maintain operational readiness of enterprise-wide network services, including LANs, WANs, and mainframe networks, both local and remote. ACS will maintain network components, whether provided by ACS or contracted to approved third-party vendor(s) under ACS management.

ACS' network management and maintenance support facilitates the availability of business applications and data to users from their PCs and workstations. In addition, expansion and improvement of the network will be planned to minimize any adverse impact on production.

Network support includes network monitoring, diagnosis, and repair. Network software upgrades will be distributed and installed through the centralized network management function. Also included in network support activities are equipment/software procurement, configuration, testing, maintenance, installation, de-installation, adds, moves, changes, and end-user support.

ACS will periodically research and evaluate the cost-effectiveness of the network as it relates to the operations. ACS will analyze all rates in effect and packages offered by common carriers, and present our findings to the Division. ACS will advise the Division of any savings that can be achieved by implementing recommended changes.

Voice & Data Network Management Services

ACS provides voice and data network management and administration services for the following telecommunications functions:

- **Telecommunications Planning** – development of a comprehensive, customized plan, including goals, objectives, policies, and priorities for the Division's short-term and long-range communication needs

- **Systems Analysis and Design** – in-depth evaluation of departmental needs and available technology, blended to create a system design that fulfills the DIvision's specific requirements

- **Systems Procurement** – assistance in obtaining the right technology from the appropriate vendors, including the requirements specification development, contract negotiation, and service level agreements

- **Installation Services** – project planning and management, integration, acceptance testing, and end-user education and training

- **Adds, Moves, and Changes** – coordination of requests to add, move, and change network and telecommunication systems equipment

- **Inventory Control** – equipment ordering and tracking services, including maintaining appropriate levels of equipment, acquiring approved equipment and services through Division -approved suppliers, confirming arrival, and tracking lost or back-ordered equipment

- **Phone Line Repair Coordination** – screening and processing of trouble reports on supported stations, dispatching necessary technical support, and tracking repair through resolution

- **PBX Support** – operation and management of PBX equipment, either directly or through a third-party telecommunications service provider

- **Long Distance Support** – negotiation with long distance carriers to achieve optimum pricing for domestic and international calls

- **Cellular Phone and Pager Administration** – coordination of all cellular and pager services, including the development and maintenance of an equipment database, processing requests for new equipment, troubleshooting and/or replacement of defective equipment, end-user training, and monthly bill reporting and cost recovery

- **Voice Mail Services** – installation, operation, and maintenance of voice mail systems; capacity planning; and integration with telecommunication switches to provide features such as message waiting and/or caller ID

- **Billing Administration** – development of sophisticated billing and control systems designed to automate existing auditing procedures and to help control inventory and prevent fraud

ACS will assume administrative and financial responsibility for existing voice service agreements (including maintenance agreements for equipment leased or owned by the Division). ACS will pay vendors directly for all charges due under the terms of those contracts. Upon expiration of each of these contracts, ACS will seek out and evaluate alternatives to deliver the high-quality services required at a lower cost. We will assist the Division in areas such as:

- Selecting reliable vendors
- Determining the right combination of technologies
- Appraising private communications systems

- Implementing an integrated voice and data network
- Maximizing the return on investment in existing equipment

ACS will help the Division take advantage of these opportunities to create an integrated telecommunications system, customized to the Division's environment. ACS' goal is to provide the Division with the highest levels of telecommunications services, while achieving significant cost savings through operating efficiencies.

Network Security Services

ACS has a proven track record in the areas of Critical Infrastructure Protection (CIP) and Information Assurance (IA) work, and continually adjusts and refines development methodology as new technology becomes accessible. ACS provides in-depth risk and vulnerability assessments of computer networks that include items such as penetration testing, IP address probing, and port probing, as well as physical assessments that meet the CIP requirements. An experienced ACS Risk Assessment Team will conduct external and internal assessments of the CIO-SP2 client's network to determine the overall security posture, establish the security posture, and provide a road map in securing all aspects of the network.

The ACS methodology is based on a proven protocol used by advanced "hackers" in attacking and exploiting networks. The use of the Hacker Protocol is one of the aspects that distinguishes ACS security engineers from their peers. The Hacker Protocol consists of five functional areas, with each serving a distinct purpose in furthering the ultimate cause of controlling someone else's computer, system, or network: (1) Intelligence Gathering, (2) Reconnaissance and Probe, (3) Attack and Toehold, (4) Advance and Conquer, (5) Stealth and Sanitize.

Threat Assessment

The Risk Assessment team will conduct a comprehensive threat assessment based on essential program information. The team will assess the capabilities, intentions, and attack methods of adversaries that want to exploit or harm data being processed or stored on targeted systems. The team will propose countermeasures to identified threats and provide tailored threat awareness training.

Policy Assessment

The ACS Team will conduct a thorough review of the current security policy and procedures. The Team will then evaluate the existing security policy by comparing it to "best practices" methodologies and identify any areas that require additional focus. The Team will interview key individuals within the management and operations groups to gather necessary information about possible threats, risk concerns, and any security requirements that the existing security policy fails to address.

External Assessment

ACS conducts external assessments that are performed remotely from outside the firewalled environment. The assessment will identify problems in the external security of an Internet site as well as assess the site's ability to detect and react to attacks.

Internal Assessment

Over 75 percent of security violations occur from an internal source. ACS internal assessments include comprehensive tests and evaluations such as host detection, OS detection, a full service scan, a known and advanced vulnerabilities scan, advanced Trojan testing and scanning, advanced password strength testing, and full-scale penetration testing.

Physical Controls Assessment

ACS teams include certified Technical Surveillance Countermeasures Technicians with advanced training in physical security measures as well as Control and Disaster Recovery Specialists. These experts assess existing physical controls and provide detailed recommendations to reduce or eliminate physical control vulnerabilities. The Physical Control Assessment includes analysis on trash disposal, access control/visual surveillance systems, telephone and alarm systems, and disaster recovery plans.

Network and Server Management Services

Network and server management are critical components of an effective, enterprise-wide IT solution, and they focus on the implementation and management of the most cost-effective and user-oriented solutions possible. If desired, ACS can assume full operational and management responsibility for Division's network. Working closely with the Division's management and staff, ACS would define and implement management standards to facilitate the following activities:

Availability

ACS will evaluate and cost-justify fault tolerance solutions for networking components and servers. Redundant transmission paths between network locations and dial-up access methods also will be evaluated to maximize the availability of critical communications paths. For subnets that do not require fault tolerance, other approaches to minimizing downtime (such as hot spares, central spare parts inventory, and support personnel beyond assigned site staff) will be evaluated.

Performance

ACS will maintain effective levels of network performance and reliability through careful planning and monitoring. This will allow ACS staff to prevent problems caused by inadequate bandwidth deployment, overloaded network components, or ineffective network operating system platforms. A network analysis will be completed to define and implement engineering modifications that may include activation of higher performance network resources, redefinition of network traffic patterns, or replacement of network operating systems. Network engineering includes all aspects of acquisition, as well as installation or replacement of hardware, software, and transmission lines required to meet networking demands.

Monitoring

ACS will establish a network control center for proactive network management. Simple Network Management Protocol (SNMP) tools will be used to centrally monitor and identify network problems down to the multiport repeater level. This will improve ACS' ability to identify and respond to network faults and performance issues, and will facilitate planning for network upgrades.

Security & Access Control

ACS will maintain network security and protect confidential and sensitive data throughout the enterprise. Security will be implemented to prevent unauthorized access to network data and to grant access for specific databases to authorized agencies and individuals. Access to the network by outside parties will be administered by ACS according to established policies. Adequate security for internal files and databases will be maintained by separating these services from the enterprise network.

Central Backup & Off-Site Storage

Systems capable of providing timely backup of enterprise-wide critical data will be managed on the central network. Off-site storage accommodations for regularly scheduled backup media will be used. ACS will provide local backup procedures for critical systems connected to the network.

Platform for Forming Working Groups across Departmental Lines

The network will serve as a communications link between users and departments, enhancing productivity by forming work groups across geographic boundaries.

Change Management

ACS will be responsive to changes requested or required in the networking environment, including acquisition or procurement of any network components or services. The network server software will be upgraded to reflect significant functional improvement, and maintenance fixes will be applied as needed. Where applicable, changes will be cost-justified using managed competition, and approved by the Division. ACS will use a project management system to track and report on the status of network change projects. In addition to monthly status reports, detailed project management information will be made available upon request.

E - Data Warehouse Qualifications

ACS Decision Support Systems (DSS) provide the most reliable and comprehensive capabilities for data warehousing and all of its ancillary functionality, while simultaneously providing a superior level of customer support. ACS' approach to providing DSS solutions is very straightforward: We bring together the most powerful hardware, the latest database technology, the best tools—both commercial and internal, a customized application layer, and the most skilled and knowledgeable staff available to satisfy our clients with the most advanced, integrated, best-of-breed DSS solution. We envision our solutions as not only addressing present client needs, but serving as a lasting legacy that will have a positive impact on our clients for many years to come.

Our DSS staff has been trained in the "purest" view of data warehousing. What this means is that our approach maintains the rules and procedures inherent in successful and proven data warehousing projects throughout the world. In other words, our structure to designing, developing, and implementing data warehouse solutions is based on established methods that ensure a successful implementation. From Bill Inmon's "Building the Data Warehouse," ACS has adopted the following definition: A data warehouse is a subject-oriented, integrated, time variant, non-volatile collection of data in support of an organization's decision making process. This is the philosophy we follow when building a data warehouse.

Basically, data is data and as long as you have developed a solid and proven approach, you can port this knowledge of data warehousing across business areas. For example, ACS' DSS division has built data warehouses for a wide variety of organizations such as a community college system, a prescription benefits management system, and enterprise-wide data warehouses for several state clients.

Our DSS foundation is based on the fact that we are systems integrators specializing in data warehousing. As systems integrators, ACS can identify the most appropriate technology (in both functionality and price) and successfully integrate these for our clients. We believe that it is not in the client's best interest for us to try and recreate proven commercial off-the-shelf software. Instead, we select the most trusted and recognized commercial software (for applications such as a spreadsheet, graphical information system, statistics, data mining, or ad hoc analysis) and seamlessly interface these with the DSS. Where we have identified specific needs (for example, a customizable user interface, DSS-based management and administrative reporting, and fraud and abuse detection), we have designed and developed functionally robust tools to complete the entire suite. Some might suggest there is a risk in assembling various technology products into a fully integrated and cohesive solution, but ACS has clearly proven that this approach is the best for our clients. And we are not alone in this approach. The Big-5 accounting firms, the top ranking technology companies, and the most successful consultancies all adhere to this philosophy. In a nutshell, this approach offers the best of what the industry has to offer to our clients.

Proven Solutions

DSS is one of the most dynamic and growing business areas in ACS. We are currently developing and supporting 17 contracts for decision support/data warehousing in 15 states. We have developed the talent, experience, and track record necessary to unequivocally provide the best and most reliable decision support system available.

ACS has established an impressive group of technical and justice application experts that offer our clients not only the necessary technical and functional expertise related to the development and support of data warehousing and decision support, but also in-depth knowledge of the justice community. This broad knowledge base ensures that the systems we install are technically and functionally robust and tailored to meet the unique needs of our client's environment.

Features

We use a customized and focused approach to implementing a DSS. Tailored to meeting business-specific requirements, ACS adheres to the following principles when building a data warehouse and Decision Support system:

- Open, scalable architecture
- Proven data model and warehouse structure
- Integration of best–of-breed tools
- Advanced analytic models and data enhancements
- Customized graphical user interface
- Platform for management and administrative reporting
- Platform for case management

Open, Scalable Architecture

The hardware and database architecture serves as the foundation for the entire DSS, thus it is essential that this foundation be carefully constructed so that it can adequately support not only the applications and tools, but also the demands placed by all levels of users. ACS' architecture is designed to produce fast, reliable access to data.

ACS employs standard, open communications to ensure that all products and protocols are ODBC-compliant. Our highly skilled technical team carefully researches and selects well-known hardware and software components based on years of experience, knowledge of vendor/product strengths, and a rigorous review of your decision support requirements. We also take into account any architecture you may already have in place. ACS configures a host platform and architecture that is capable of supporting the applications and tools, expanding to include other data, handling user demands and the addition of future users, and providing functionality to address your changing program needs well into the future.

Proven Data Model and Warehouse Structure

ACS' DSS helps administrators understand factors that drive trends, perform budgeting and financial modeling, interpret differences in outcomes, quality and costs, and better support all aspects of their justice programs. As

a leading state DSS vendor nationwide, we have developed a comprehensive and proven data and architectural model for these systems and a variety of functional components that address common state requirements, which serve as the foundation of each of our solutions. We then identify those unique needs not addressed by our base model and enhance it accordingly to meet your specific requirements. To date we have modified our core model to meet the needs of varied organizations and are planning the design for several state enterprise systems.

ACS' data model is both horizontally and vertically segmented and denormalized to provide maximum speed and flexibility. We emphasize the significance of designing a database that has the capability both to contain all of the vital information you require and to allow access to that information in a reasonable timeframe. Additionally, we deploy subject-matter data marts as needed. ACS' proven result is a relational, multidimensional database designed for online analytical processing tailored specifically for each of our clients. We ensure that the database provides the accuracy, speed, and flexibility required, and also meets the critical needs for reliability, stability, and recoverability.

Integration of Best-of-Breed Tools

Because we comply with open systems standards, the DSS is accessible through any ODBC-compliant third-party tools. Based on your specific requirements, we integrate the most widely accepted or "best-of-breed" analytical, statistical, data mining, geomapping, ad hoc query and OLAP tools. ACS' business partners include nationally recognized vendors who can support our clients through the implementation and training process.

Customized Graphical User Interface (GUI)

ACS' customized graphical user interface application, QueryPath, has intuitive and easy-to-use ad hoc capabilities to ensure that all levels of users can effectively access the DSS. QueryPath is the security layer and gateway to third-party tools and advanced decision support functionality. It provides a user-friendly, graphical query language that can construct simple to complex database queries including mathematical functions and complex "and/or" statements. QueryPath provides the ability to report on unduplicated counts and allows you to specify queries that report on any time period, including user-defined periods, of history contained in the data warehouse.

QueryPath provides visual cues — a combination of intuitive tabs, drop-down menus, radio buttons, and selection boxes — in a logical order. Users point and click through date, criteria, aggregate, display, and sort options. In the Results Grid, you can perform multi-dimensional analysis and drill down to detail data.

E - Data Warehouse Qualifications

ACS Decision Support Systems (DSS) provide the most reliable and comprehensive capabilities for data warehousing and all of its ancillary functionality, while simultaneously providing a superior level of customer support. ACS' approach to providing DSS solutions is very straightforward: We bring together the most powerful hardware, the latest database technology, the best tools—both commercial and internal, a customized application layer, and the most skilled and knowledgeable staff available to satisfy our clients with the most advanced, integrated, best-of-breed DSS solution. We envision our solutions as not only addressing present client needs, but serving as a lasting legacy that will have a positive impact on our clients for many years to come.

Our DSS staff has been trained in the "purest" view of data warehousing. What this means is that our approach maintains the rules and procedures inherent in successful and proven data warehousing projects throughout the world. In other words, our structure to designing, developing, and implementing data warehouse solutions is based on established methods that ensure a successful implementation. From Bill Inmon's "Building the Data Warehouse," ACS has adopted the following definition: A data warehouse is a subject-oriented, integrated, time variant, non-volatile collection of data in support of an organization's decision making process. This is the philosophy we follow when building a data warehouse.

Basically, data is data and as long as you have developed a solid and proven approach, you can port this knowledge of data warehousing across business areas. For example, ACS' DSS division has built data warehouses for a wide variety of organizations such as a community college system, a prescription benefits management system, and enterprise-wide data warehouses for several state clients.

Our DSS foundation is based on the fact that we are systems integrators specializing in data warehousing. As systems integrators, ACS can identify the most appropriate technology (in both functionality and price) and successfully integrate these for our clients. We believe that it is not in the client's best interest for us to try and recreate proven commercial off-the-shelf software. Instead, we select the most trusted and recognized commercial software (for applications such as a spreadsheet, graphical information system, statistics, data mining, or ad hoc analysis) and seamlessly interface these with the DSS. Where we have identified specific needs (for example, a customizable user interface, DSS-based management and administrative reporting, and fraud and abuse detection), we have designed and developed functionally robust tools to complete the entire suite. Some might suggest there is a risk in assembling various technology products into a fully integrated and cohesive solution, but ACS has clearly proven that this approach is the best for our clients. And we are not alone in this approach. The Big-5 accounting firms, the top ranking technology companies, and the most successful consultancies all adhere to this philosophy. In a nutshell, this approach offers the best of what the industry has to offer to our clients.

Proven Solutions

DSS is one of the most dynamic and growing business areas in ACS. We are currently developing and supporting 17 contracts for decision support/data warehousing in 15 states. We have developed the talent, experience, and track record necessary to unequivocally provide the best and most reliable decision support system available.

ACS has established an impressive group of technical and justice application experts that offer our clients not only the necessary technical and functional expertise related to the development and support of data warehousing and decision support, but also in-depth knowledge of the justice community. This broad knowledge base ensures that the systems we install are technically and functionally robust and tailored to meet the unique needs of our client's environment.

Features

We use a customized and focused approach to implementing a DSS. Tailored to meeting business-specific requirements, ACS adheres to the following principles when building a data warehouse and Decision Support system:

- Open, scalable architecture
- Proven data model and warehouse structure
- Integration of best–of-breed tools
- Advanced analytic models and data enhancements
- Customized graphical user interface
- Platform for management and administrative reporting
- Platform for case management

Open, Scalable Architecture

The hardware and database architecture serves as the foundation for the entire DSS, thus it is essential that this foundation be carefully constructed so that it can adequately support not only the applications and tools, but also the demands placed by all levels of users. ACS' architecture is designed to produce fast, reliable access to data.

ACS employs standard, open communications to ensure that all products and protocols are ODBC-compliant. Our highly skilled technical team carefully researches and selects well-known hardware and software components based on years of experience, knowledge of vendor/product strengths, and a rigorous review of your decision support requirements. We also take into account any architecture you may already have in place. ACS configures a host platform and architecture that is capable of supporting the applications and tools, expanding to include other data, handling user demands and the addition of future users, and providing functionality to address your changing program needs well into the future.

Proven Data Model and Warehouse Structure

ACS' DSS helps administrators understand factors that drive trends, perform budgeting and financial modeling, interpret differences in outcomes, quality and costs, and better support all aspects of their justice programs. As

a leading state DSS vendor nationwide, we have developed a comprehensive and proven data and architectural model for these systems and a variety of functional components that address common state requirements, which serve as the foundation of each of our solutions. We then identify those unique needs not addressed by our base model and enhance it accordingly to meet your specific requirements. To date we have modified our core model to meet the needs of varied organizations and are planning the design for several state enterprise systems.

ACS' data model is both horizontally and vertically segmented and denormalized to provide maximum speed and flexibility. We emphasize the significance of designing a database that has the capability both to contain all of the vital information you require and to allow access to that information in a reasonable timeframe. Additionally, we deploy subject-matter data marts as needed. ACS' proven result is a relational, multidimensional database designed for online analytical processing tailored specifically for each of our clients. We ensure that the database provides the accuracy, speed, and flexibility required, and also meets the critical needs for reliability, stability, and recoverability.

Integration of Best-of-Breed Tools

Because we comply with open systems standards, the DSS is accessible through any ODBC-compliant third-party tools. Based on your specific requirements, we integrate the most widely accepted or "best-of-breed" analytical, statistical, data mining, geomapping, ad hoc query and OLAP tools. ACS' business partners include nationally recognized vendors who can support our clients through the implementation and training process.

Customized Graphical User Interface (GUI)

ACS' customized graphical user interface application, QueryPath, has intuitive and easy-to-use ad hoc capabilities to ensure that all levels of users can effectively access the DSS. QueryPath is the security layer and gateway to third-party tools and advanced decision support functionality. It provides a user-friendly, graphical query language that can construct simple to complex database queries including mathematical functions and complex "and/or" statements. QueryPath provides the ability to report on unduplicated counts and allows you to specify queries that report on any time period, including user-defined periods, of history contained in the data warehouse.

QueryPath provides visual cues — a combination of intuitive tabs, drop-down menus, radio buttons, and selection boxes — in a logical order. Users point and click through date, criteria, aggregate, display, and sort options. In the Results Grid, you can perform multi-dimensional analysis and drill down to detail data.

People Making Technology Work™

F - ACS Application Outsourcing

Application Outsourcing Solution Provider

ACS State and Local Solutions approach to application outsourcing/managed hosting increases value by aligning technology expertise with a solutions approach.

ACS will work closely with your organization to design, develop, and implement technology and software solutions. Our solutions may include custom applications or third-party packaged software.

ACS Data Centers

ACS manages a number of data centers across the nation. The data center that will be hosting the Division is a tier-one Internet Data Center (IDC) located in Santa Ana, California (the Orange County Data Center or OCDC).

One of the largest local government IT outsourcing initiatives in the country, the OCDC delivers IT services to 56 county offices and processes 150 million transactions per year, involving more than 2,000 applications containing five million lines of code. Built to withstand a magnitude 8.0 earthquake, the OCDC is a secure facility equipped with backup power and utilities, fire protection, and space configurations specific to customer needs. The site encompasses 65,000 square feet, and will be expanded to 200,000 square feet by the end of 2002. The OCDC offers a complete range of environmentally harden physical features, high speed redundant network connections, network security features, redundant subsystems, and proximity to major public and private interconnects. These facilities provide the physical environment necessary to keep our customers' servers up and running 24 hours a day, 7 days a week, 365 days a year.

ACS 10-Year Guarantee

The ACS IDC is part of a 10-year ACS revenue sharing contract with the Orange County Government. This contract provides for the continuous uninterrupted operation and enhancement of the ASC IDC regardless of down turns in market conditions, which have driven most other IDC providers from the market.

Application Outsourcing Services Provider

ACS Application Outsourcing Services provide state-of-the-art tools designed for proactive management of Content, Security, Systems, Platform Services and Network Services. These tools allow you to leverage ACS State and Local subject matter experts and years of experience without having to develop your own monitoring solutions.

The **ACS Application Outsourcing/Managed Hosting Service** gives you all of the resources you need, in one convenient package. The space and connectivity, monitoring and management, technical expertise, security, scalability, and the 24-hour support and performance required by your mission-critical operations.

ACS Application Outsourcing/Managed Hosting Service

ACS State and Local Solutions offer, as part of its state of the art Internet Data Center, a range of value-added services.

Additional Professional Services Available

ACS follows industry leading best practices that include Network, Web Content development, LAN/WAN Security Design and Project Management.

Application Outsourcing (AO) Configuration

Initial System

Database Server	Windows2000, 2 CPUs, 2 GB Memory, 70GB DASD, Oracle 9i RDBMS Enterprise Edition
Application Server	Windows2000, 1 CPU (with the capability to expand to 2) 2 GB Memory, 20GB DASD, Oracle 9i Application Server Enterprise Edition
Http Server	Windows2000, 1 CPU, 1 GB memory, 20GB DASD, Oracle Application Server Standard Edition
Network	1Mbit connection for the first 50 Users

Expanded System

As more courts select the AO approach, the system can grow to accommodate the volumes and the performance levels required. A second database server of equal size can be added to the Initial System configuration making it a multi-node cluster as the need for capacity grows.

Network Layout

Figure 1 shows all components necessary to support a fully functional and solid architecture with sufficient capacity to support current Stage 1 Application Outsourcing/Hosting requirements. This includes a "front-end" web server and two "back-end" servers (application and database) running the sensitive application, database, and authentication services, as well as necessary firewalls and other dedicated network equipment.

Internet

Multilayer Switch Chassis
provides several core routing, switching and security functions within a single compact chassis.

Firewall
provides security services such as address translation, filtering, and first-line IDS monitoring.

Intrusion Dection System (IDS)
provides network traffic analysis and countermeasure services

Web Server
provides the front-end services directly to the end user

Shared services
FTP SMTP

FTP & SMTP Servers
leveraging the pre-installed infrastructure of the hosting environment, these services provide important data transport methods

Application Server
running the HP-UX platform and Weblogic application, provides the vital dynamic content engine services

Database Server
running the HP-UX platform and Oracle Database application, provides the critical data storage, inventory and retrieval services
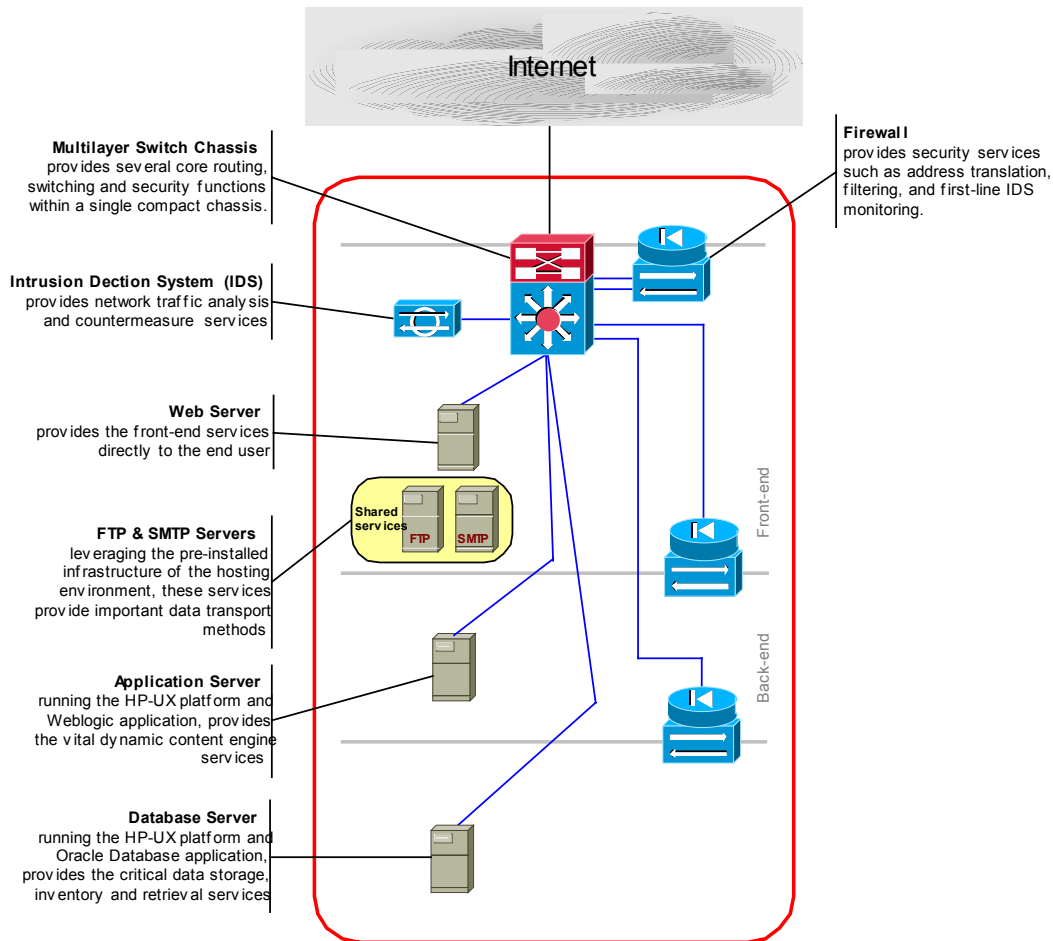
Front-end

Back-end

Figure 1

Scaled Network Layout

Scalability is addressed in all facets of the Application Outsourcing/Hosting infrastructure, including web applications, databases, operating systems, and the network to ensure a solid roadmap is in place for increased capacity to facilitate Application Outsourcing/Hosting expansion goals.

The proposed architecture is engineered for virtually limitless capabilities of scaling out (adding servers) while maximizing the benefits of scaling up (upgrading existing servers). It supports a "pay as you grow" approach to expanding the technology as opposed to a "grow into what you've bought" approach. The result is smaller initial software and hardware investments, which can be expanded as the Application Outsourcing/Hosting site grows, thereby increasing Application Outsourcing/Hosting speed-to-market and lower initial investment.

Additional infrastructure scalability may be benefited through the advanced server load-balancing functionality that is currently available on the market. The option also exists to utilize content caching engines to offload user requests for static content from web servers, this helps accelerate content delivery to the end user and allows servers to focus on more interactive sessions.

Figure 2 shows the optional addition of front-end and back-end servers to increase performance and reliability for the end user. A second web server, configured as a stand-alone device allows the use of network load balancing to accelerate content delivery and maximize service up time. The additional back-end servers (application and database), configured in clustered configurations, maximize the integrity and reliability of the critical database services. This architecture would be scaled to over time as Application Outsourcing/Hosting is implemented into more states and demand on the system begins degrading performance.
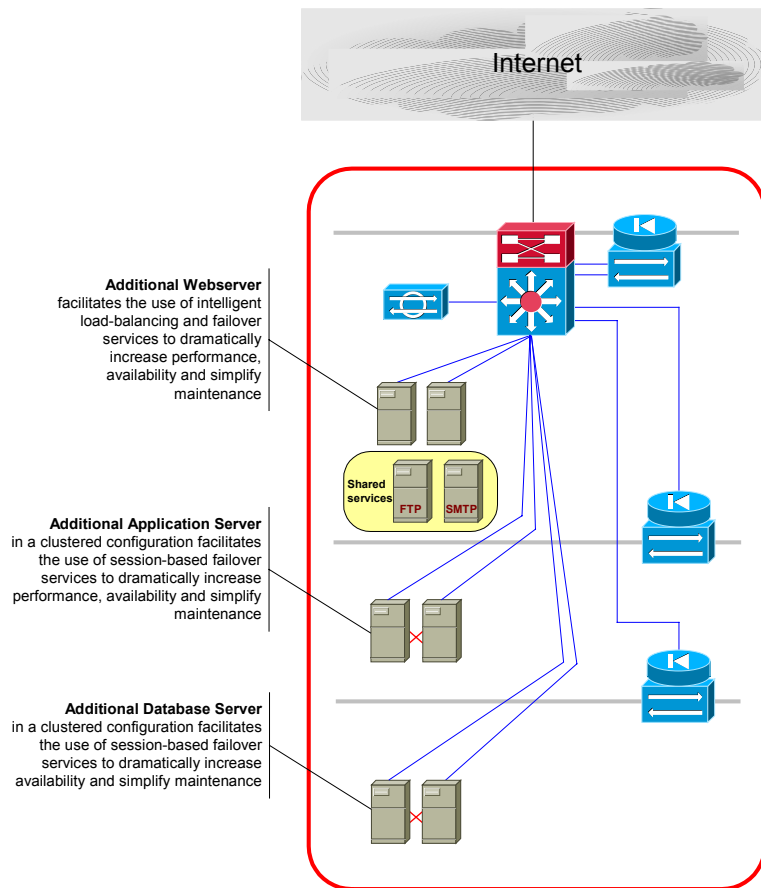
Figure 2

Data Center Overview

Data Center Facility

A high caliber facility is a rare find in days of slashing budgets and bare bone service. Why wouldn't you want your equipment, the core of your business, to be housed in a facility that is built to withstand a major natural disaster? The ACS facility provides 24-hour, 365-day monitoring and security. Primary environmental components have backup parallel segments in operation to insure that your business remains consistent.

- N+1 and N+2 redundancy on most major hardware and facility components
- Power feeds from dual power grids
- Raised elevation facility designed to avoid inundation
- Trained senior facility staff on call 24 x 7 to handle any situation
- Disaster Recovery team trained to handle any emergency

- Highly scalable power and cooling systems easily accommodate small and large requirement changes
- System monitoring tools using latest technology available
- Staff familiar with handling a wide variety of hardware, communications, and software issues
- Data and physical security options designed to meet unique requirements

Co-Location

- Dedicated enclosures premium suites
- Outfitted to meet all necessary power and security requirements
- Direct fiber access
- Network monitoring
- 24/7/365Web cams for client monitoring

Web Server Hosting

Increase your Internet presence while minimizing costs. We offer a wide range of services for small and medium businesses wishing to outsource their Web servers.

- URL Monitoring
- URL Transaction Monitoring Remedy
- Help Desk Services
- Network Management via SNMP and RMONDNS Services
- Cage Operations Services
- Reboot Services
- Tape Rotation with off-site storage
- Intrusion Detection Monitoring
- Firewall Monitoring

Network Services

Our division consists of four groups; Security, Multimedia, Telecom, and Operations. The combined efforts and expertise of these four groups provide secure and reliable networking backbones for all data, video, and voice applications.

- 99.9 percent Network connectivity uptime
- Firewall consulting Experts in security and intrusion prevention
- LAN/WAN infrastructures for data, voice and video are available
- Trained and certified personnel
- Burstable bandwidth solutions

Application Systems & Programming

The Application Systems & Programming staff designs, develops and deploys applications in support of state and local government business processes. Our staff is highly skilled in both legacy and web/client server applications.

- Custom Web-based application development
- Dynamic Web site development for data exchange and E-commerce
- Web-hosting services
- Application maintenance
- Project management and cost reporting support innovative Flash

Web Development & Multimedia

Our experts are focused on the global needs of the public to bring our valued clients the indispensable expertise required to power a successful Web site. Consulting is key, and when used in combination with our technologies, the possibilities are endless.

- Dynamic HTML
- Animated and navigational
- Digital audio & video available through MPEG
- Complete multimedia options
- Real Media streaming
- Expert Web design

Help Desk Services

Our certified Help Desk staff combines a proven problem management process with problem tracking tools to provide clients 24-hour, seven-day a-week support. We offer a wide range of experience and proficiency in mainframe, network, desktop, and LAN/WAN support. Our methodology has provided our clients with greater efficiency and a higher degree of satisfaction.

Print Room Services

The Data Center operates and maintains a print facility, which is capable of printing over 4.5 million documents a month. For 25 years, the highly trained staff has been responsible for a large percentage of sensitive government material, including warrants and billing statements. Quality is their number one priority.

Operations

The Data Center operates on a 24/7/365 basis. The highly experienced operations staff monitors and maintains not only the microwave security systems, but is also responsible for all batch processing on either mainframe or midrange platforms. The operations staff plays a key role in the monitoring and notification services for the large server farm housed at the Data Center.

- Security and surveillance systems monitoring
- Network and microwave monitoring
- URL - Intrusion detection monitoring
- Server monitoring
- Facility systems monitoring
- Database, mid-range and mainframe data processing
- Automated tape loading system (SILO)
- Advanced tape library system
- Staff skilled in legacy and midrange systems operation.

Managed Services

- Professional services
- Network management
- Data security and back up

G - Debt Collection Qualifications

As every public sector government agency knows, debt collection is a formidable challenge. In-house collection resources are often scarce and decentralized with a major portion of them directed toward tax collection, where the recovery rate averages 98 percent. Uncollected debts for parking/traffic citations, emergency medical services (EMS), water and sewer services, and court-imposed fines and penalties continue to grow at a seemingly unrelenting rate. In fact, it is almost impossible to even quantify the amount of uncollected debt that is owed to government agencies across the country.

Increasingly, state and local agencies are turning to the private sector for help in recovering lost revenues. However, this solution sometimes exacerbates the problem since many commercial collection agencies are simply not equipped to collect public sector debt nor are they sensitive to the issues inherent in doing business in the heavily scrutinized public sector environment. Unlike its commercial counterparts, ACS has the resources and knows how to meet the challenge. To properly describe the breadth of our capabilities in public sector debt collection, we have broken the remainder of this statement into four pertinent topics.

- Corporate qualifications
- ACS' collection process
- Technology
- Project management

A Specialist in Public Sector Debt Collection

Leveraging an unrivaled technology base and the hands-on experience of hundreds of subject matter experts who have directed and managed public sector programs, ACS has developed innovative solutions to enhance the quality of life of U.S. citizens and boost state and local revenues.

Since the company's inception, a major portion of our project work has been directed toward helping agencies' meet their fiscal objectives and financial projections. Revenue and debt collection have been the bedrock of our performance. ACS has been at the forefront in developing debt collection and payment processing systems that are tailored to the needs of each public sector client. Our experience as a leader in public sector debt collection includes, but is not limited to, the collection of overdue traffic violation fines, EMS fees, child support obligations, electronic tolls, and other user fees and financial obligations owed to public sector agencies. We are the largest provider of traffic violation processing services in the country, collecting hundreds of millions of dollars on behalf of 100 municipalities, including 10 of the nation's 15 largest cities.

ACS has invested heavily in perfecting its public sector collection services through technology upgrades and process enhancements. The company made a major commitment to public sector debt collection in 1993, when it opened a dedicated collection center in Austin, Texas. This facility is staffed with seasoned professionals who

are well acquainted with the nuances of public debt collection. The center's operations have evolved and expanded as its technology and processes have become more robust and integrated. Today, our Austin facility is equipped and staffed to handle all types of delinquent debt—even aged, difficult-to-collect accounts. To date, the collection center has:

- Collected in excess of $115 million from delinquent debtors
- Mailed more than 14 million pieces of correspondence
- Handled over 2.7 million phone calls
- Responded to more than 850,000 written inquiries

ACS' abilities in public sector debt collection are broad-based and continually recognized. Our public sector clients are long-term partners, who consistently renew our contracts, often with expanded scopes of services. Most recently, we entered a strategic partnership with the National Association of Counties (NACo). A sample of our debt collection clients are listed below.

ACS Debt and Revenue Collection Projects			
Agency Name	**Contract Period**	**1999 Collections** Referral Values	**Description of Services**
City of Boston, Massachusetts Transportation Department	1981 – 2001 multiple contracts	$439 million	ACS developed, implemented, and operates a traffic violation processing system and collection program. The system provides the city with lockbox processing, vehicle registration non-renewal, online cashiering, disposition services, online boot and tow support, and pay-by-phone and pay-by-web services. ACS processed an initial backlog of 4.6 million tickets and continues to process 2 million traffic violations annually.
City and County of Denver Transportation Division Department of Public Works	1988 – 2001	$11.6 million	ACS provides traffic violation fine collection and processing services as well as system support for Denver's entire parking management program. Services include consulting surveys, an overpayment refund program, a pay-by-phone system, out-of-state name and address acquisition, violator noticing, boot and tow subsystem operation and maintenance, online cashiering, management information reporting, mobile digital communications support, handheld citation writing, and an automated voice response system. ACS has collected more than $75 million on behalf of the city and county since 1988.
City of Los Angeles Department of Transportation	1985 – 2002 multiple contracts	$117.6 million	ACS provides traffic violation fine collection and processing services as well as system support. Over the contract term, ACS has implemented more than 2,000 system enhancements supporting more than 75 million transactions. ACS instituted a WAN/LAN to facilitate communications and generate more than 160 management information reports. ACS provides operations support for an annual volume of 3 million transactions. Since contract inception ACS has collected more than $1billion.

ACS Debt and Revenue Collection Projects			
City of Philadelphia Parking Authority	1982 – 2001 multiple contracts	$33.6 million	ACS provides full-service traffic violation fine processing and collections to the Philadelphia Parking Authority. Services include consolidated (multiple ticket) noticing, credit bureau reporting, and dunning under the City Solicitor's name. ACS has also assisted to the city in its decriminalization of parking violations and the removal of 2-year statute of limitations on parking ticket debt.
City of Philadelphia Fire Department	1988 – 2002 multiple contracts	$ 15.6 million	ACS designed, implemented, and currently operates a state-of-the-art online EMS billing system on behalf of the City of Philadelphia. Services include electronic billing to Medicare and Medicaid, claims submissions to third-party carriers, rescue report processing, and telephone and correspondence services. ACS and the City of Philadelphia's EMS Program received an Outstanding Achievement Award in 2000 from the U.S. Conference of Mayors. Since contract inception, ACS has collected $104 million in EMS fees.
City of Columbus, Ohio Parking Violations Bureau	1983 – 2003 (multiple contracts)	$ 4.2 million	ACS established, operates, and maintains the Parking Violations Bureau as the city's cornerstone for violation processing operations. ACS designed, developed, and operates a multiple-notice collection process. Services include out-of-state processing and license/registration non-renewal, transaction processing, name and address acquisition from the DMV, and data entry services. Since contract inception, revenues have increased 300%.
City of Cleveland Municipal Court Parking Violations Bureau	1985–2002 (multiple contracts)	$ 6.2 million	ACS traffic violation processing and collections services to the city feature: our proprietary TACS software solution, an interactive voice response (IVR) system, pay-by-phone, data entry, backlog collections, name and address acquisition from the DMV, enforcement sanctions, including towing, registration holding, and credit bureau reporting.

ACS Debt and Revenue Collection Projects			
State of Arizona Dept. of Economic Security Division of Child Support Enforcement	1999 – 2001	$6.3 million	ACS recovers overdue child support payments through locate and collection services. Locate services include skiptracing and asset location. Delinquent debt collection services include noticing, telephone correspondence, payment arrangements, and all preparations necessary to garnish wages or seize assets of delinquent obligors.
State of Florida Dept. of Revenue	1995 – 1999	$68 million	ACS recovered payments on delinquent child support accounts using a customized collection system, skiptracing techniques, progressive noticing, and asset location research. Our collection system interfaced with existing state systems to facilitate a secure transfer of confidential information and to update account data and generate performance reports.
State of Maryland Dept. of Human Resources	1997 – 1999	$14.6 million	ACS provided locate and collection services to recover past-due child support for cases referred by the state. Services included asset location, skiptracing, noticing, interfacing with existing state systems, account documentation, performance reporting, quality assurance, and staff training.
State of Texas Office of the Attorney General	1993 – 1997	$25 million	ACS provided locate and collection services to support Texas' child support enforcement efforts. Locate services included searches using automated research tools, employer records, and interviews with relatives, friends, and neighbors. Collection services included noticing, telephone/correspondence contacts, payment schedules, and arrangements to garnish wages or seize assets of delinquent parents. ACS also compiled monthly reports regarding collection activity and case status.

As the remainder of this capabilities discussion will demonstrate, ACS' success in public sector debt collection is not accidental. We continually strive for improvements in our service delivery methods through an optimal blend of people, process, and technology.

The ACS Collection Process

Best Industry Practices Customized to the Needs of the Public Sector

ACS continually looks for ways to better serve its clients in this important arena. Our ongoing objective is to customize the best in industry practices to meet the unique needs of public sector agencies. The result is a streamlined collection process that integrates best practice methods with the most appropriate technology to recover uncollected debt in the shortest period of time. ACS' approach to debt collection is composed of six principal activities:

- Startup
- Account Receipt and Analysis
- Locate
- Collect
- Payment Processing
- Management and Control

Both hardware and software technology are integral components of our approach. By building technology into the process we have been able to improve accuracy, expedite collection, and reduce labor costs. Similarly, by building quality points into the process, we not only reduce errors, we mitigate risk to our clients, an important consideration when collecting monies for government agencies that must operate under unrelenting public scrutiny. Although our process has much in common with well-run collection agencies (including strict adherence to Fair Debt Collection Practices Act or FDCPA regulations), a number of operating practices distinguish our process from a typical commercial collection agency.

In certain cases, accounts are also matched against ACS' proprietary databases running at our data center in Tarrytown, New York. Our Ticket Information Management System (TACS) and its Motor Vehicle Registry Subsystem (MOVERS) were developed to process and collect traffic violation fines on behalf of our municipal clients. Because MOVERS is directly linked to 52 motor vehicle registries, searches on these systems can be extremely productive as they identify current address information on debtors owning motor vehicles across the country. Such searches are only performed within the scope and framework of statutory authority for each state and within the Drivers Privacy Protection Act (DPPA). ACS works with clients to secure use agreements and affidavits to use the data for locating delinquent debtors.

Activity 1 – Startup

Key features: Customized procedures and specialized training characterize a client-centered process
The focus of this activity is to work with the client to establish the foundation for project performance. ACS considers this activity to be of paramount importance in establishing a collaborative partnership with our clients. Shortly after contract award, ACS and client managers meet to clarify requirements and establish collection parameters and performance expectations.

Activity 2 – Account Receipt and Analysis

Key features: Technology expedites account receipt and initial analysis
The ACS collection center is equipped to accept account referrals in any format. Referrals that are submitted through FTP, e-mail, magnetic tape, CD-ROM or diskette are immediately uploaded to our collection system. Hard copy account referrals received through the mail or by fax are entered manually. Once the data is loaded on the system, an account acknowledgement report is produced and submitted to the client.

Activity 3 – Locate

Key features—Well-trained locate unit and automatic database sweeps produce current debtor information
ACS' locate process is carried out by a well-trained locate unit, staffed with specialists who are adept at manipulating the system and its linkage to an extensive array of databases to obtain missing address and telephone data that will help to locate the debtor.

Activity 4 – Collect

Key features: Technology-driven workload management enhances collector's productivity
ACS continues to blend system functionality with the skills of the collection center's well-trained staff in carrying out the tasks. Collect activity begins as soon as the system recognizes that the account has a complete address. The status code for a complete address triggers the system to generate an initial notice. In compliance with the FDCPA, ACS' first notices allow the debtor 30 days to make arrangements for payment, request documentation, or dispute the debt.

A daily notice file is electronically transmitted to ACS' mail services vendor. Our system's extensive functionality also helps our collectors to work more quickly and focus on tasks that require a human touch.

Because our technology lifts the burden of the more routine tasks, our collectors can focus on obtaining the debtor's promise of payment in a sensitive, timely environment. ACS not only equips its collection staff with the best in collection technology, we provide them with the right kind of training that will make them successful in public sector debt collection. Careful and comprehensive training gives our collection specialists the tools they need to secure payment from debtors. By treating clients fairly and with respect, making them feel comfortable, suggesting payment arrangements, and making sure each debtor understands and accepts responsibility for the debt, our collection specialists achieve high collection rates. All collection activity is captured on-line either through the system's automated status codes or the collector's personal entries.

Activity 5 – Payment Processing

Key features: Secure environment, advanced technology, segregated operations, and proven procedures result in accurate and timely payment processing

As a firm that processes billions of dollars in state and local government monies every year, ACS understands the importance of careful and efficient handling of public sector collections. Over time, we have refined our processes to maximize efficiency and security, and we always tailor our payment processing activities to the particular project.

Even though the type of payment submitted usually determines processing methods, accuracy and security are the underlying constants in all of our methods. Credit card information is always verified before any payment amount is posted to a debtor account, whether the card number is submitted over the phone or through the mail. Checks or money orders remain in a secure, separate room within our facility from the moment of receipt until they are transported to the bank for deposit.

Activity 6—Management and Control

Key features: Extensive internal and external reporting and auditable records ensure full performance accountability

ACS realizes that one of its primary responsibilities is to report debt collection results to the client promptly, completely, and accurately.

Although reporting to the client is our top priority, internal reporting is also extensive. Any project—whether its aim is collecting debt, installing toll lane equipment, or helping unemployed citizens find jobs—relies on performance measurement and control to succeed.

In the same way that we have refined our processing methods, we have also learned the importance of maintaining clear and complete financial records for internal and external audits. Internal audits are regularly conducted to assess performance compliance at all levels. Moreover, the collection center staff provides full support to any client-initiated audits. The financial manager performs a monthly reconciliation, matching system reports against the bank statement to ensure full financial accountability.

ACS' collection process concludes with remittance to our clients. Like so many of our procedures, we adapt our remittance procedures to meet the operational preferences of each client within the confines of the of FDCPA regulations. Whenever possible, the remittance and accompanying report are transmitted electronically to the client. Any step that can be accomplished as a data transfer instead of a paper transaction improves accuracy, security, and speed.

In conclusion, ACS has the performance record, management infrastructure, processes, and technology to enhance government agencies' revenue base through the recovery of uncollected public debt. Moreover, our services through the NACo debt collection program are affordable. Clients realize economies-of-scale derived from our centralized collection center operation. There are no up-front costs nor need for budgetary appropriation as compensation is contingency based with a graduated fee structure that correlates to such account-specific variables as amount, volume, age, and type of debt.

H - Sample Resumes

For each project implementation, ACS makes every effort to select staff for the project based on the client's needs, the sequence of system installation, and the particular qualifications of each ACS consultant. The following resumes identify ACS personnel who may be assigned to the Division's project. Should these particular individuals be unavailable at the time of your implementation, ACS personnel with similar skills and experience will be provided. Please note that names have been withheld in order to protect the privacy of these individuals.

Please note that our company and product names have changed over time. To avoid confusion, we have stated current product and company names wherever possible and have added notes of clarification when this is not possible.

4P, Senior Project Manager

4P is a senior project manager with more than 13 years of experience serving government and utility organizations. He has provided assistance to government clients in a variety of roles including consulting services, technical product design, product development, and client support. As a senior project manager, 4P is responsible for coordinating all phases of project management and acts as a liaison between clients and ACS staff.

4P graduated cum laude from the University of South Carolina, with a degree in finance and marketing and a minor concentration in computer science. 4P participated in the development of the ACS corporate project management course, and instructs the course on a part-time basis. He has also participated in numerous supervision and project management courses and is a certified ACS corporate project management instructor.

Employment History

4P has held a number of positions including:

- Senior Project Manager, ACS Government Systems
- Manager, Traditional Systems, SCT Global Government Solutions (now ACS)
- Project Manager, Research and Development, SCT Global Government Solutions (now ACS)
- Project Leader, SCT Utility Systems

Experience

- Manage numerous implementation projects coordinating ACS products, vendor products, and staff to ensure on-time, within-budget delivery

- Participated in the development of the ACS corporate project management course
- Part-time instructor for ACS corporate project management course
- Managed the ACS Hotline, custom programming, and development staff responsible for client base satisfaction and the development of numerous product lines
- Hardware technical experience includes RS6000 and VAX
- Operating system experience includes DOS, AIX, Unix, Novell, and VMS
- Knowledge of programming languages including JCL, Pascal, DIBOL, BASIC, and PROIV (4GL)

5P, Project Director

5P is a project director with more than 15 years of experience in information technology. As a project director, he is responsible for managing and directing a team of project managers. 5P strives to achieve a management quality level that exceeds both contract and client expectations. Prior to becoming a project director, he gained a solid understanding of all aspects of a client implementation by serving as the director of ACS' custom programming group, responsible for all client modifications to the ACS Justice Information System software.

Prior to joining ACS, 5P enjoyed a 10-year career at IBM, where he was responsible for the implementation of several client/server projects during the early stages of that technology.

5P earned a degree in computer science from Transylvania University in Lexington, Kentucky. Additional professional development includes an extensive Novell training course and a course focusing on Microsoft NT administration training.

Employment History

5P has extensive information technology experience:

- Project Director, ACS Government Systems
- Director, Custom Programming, SCT Global Government Solutions (now ACS)
- Manager, Information Systems, SCT Global Government Solutions (now ACS)
- Information Systems Specialist, Toyota Motor Manufacturing
- Client/Server Specialist, ISSC-IBM
- Staff Workstation/LAN Analyst
- Staff Database Administrator

Experience & Qualifications

- Managed implementation of ACS Justice Information System for both county and large, statewide systems
- Managed a team of 20 programmers in development of several custom modification projects
- Lead a project team at Toyota in converting server environment from OS/2 to Windows NT
- Lead a project for Philadelphia Electric Company client/server outsourcing project
- Extensive knowledge of Microsoft Project
- Experienced project manager
- Operating system experience includes DOS, Windows, Windows NT, and OS/2

14C, Advisory Consultant

14C is currently an advisory consultant with ACS Government Systems. She has over 13 years of courts experience, as well as experience in project management, developing and implementing court programs and procedures relating to case and financial management and jury administration.

14C has received numerous awards, including the Second Circuit Merit Award in 1992 and 1997. She also was the recipient of a special service award from the Federal Court Clerks Association in 1996.

Employment History

14C has held a variety of positions including:

- Advisory Consultant, ACS Government Systems
- Functional Court Consultant, SCT Global Government Solutions (now ACS)
- Advisory Consultant/Trainer, Federal Jury Management System
- Clerks' Administrator, Administrative Office of the U.S. Courts
- Administrative Analyst, U.S. District Court
- Courtroom Deputy/Case Manager, U.S. District Court
- Jury Administrator, U.S. District Court
- Naturalization Clerk, U.S. District Court
- Court Interpreter Coordinator, U.S. District Court
- Chief Electronic Court Recorder, U.S. District Court

Experience & Qualifications

- Trainer on the ACS Justice Information System
- Trainer on the ACS Juror Management System
- Developed software modifications and enhancements as required for Hillsborough County, Florida, and the Missouri Juvenile Court
- Performed business process reviews to assist courts in meeting software implementation milestones
- Performed software integration testing as required
- Participated in high-level design meetings with other ACS staff and court clients to develop future enhancements
- Administrative Office of the United States Courts, District Court Administration Division, liaison to national projects relating to judicial education, criminal debt data management, staffing/resources, financial management, and automation in the U.S. Courts
- Integrally involved in system design/modification and implementation of several national automated projects
- Prepared analysis of court processes and developed proposed modifications to both software and court procedures for optimum productivity and ease of use
- Assisted with design modification and implementation of national court automation projects
- Developed training and user manuals for automated court project

- Trained end users on automated court projects

- Assisted with user hotline issues; worked in conjunction with client and software developer to resolve issues

- Reviewed contracts and other documentation relative to implementation of a national automated project

- Developed programs and procedures for jury administration, case management, court counsel management, education development, and financial management in the courts

- Prepared staffing and resource allocations for federal circuits

- Conducted process review of court procedures as requested

- Prepared budget and staff analysis of district courts

- Reviewed and made recommendations on budget requests for federal circuits

- Managed caseload for a federal judge with over 900 civil and 150 criminal cases

- Performed courtroom deputy responsibilities as required (e.g., marking exhibits, swearing of witnesses, liaison for jury, generation of court minutes, and orders)

- Assisted management and the court with preparation and revision of the Jury Plan for the U.S. District Court, pursuant to federal statute and the court's local rules

- Developed policies and procedures for Jury Administration and Court Interpreter Management

- Developed training curriculum for Electronic Court Recording pilot project; trained all staff

- Proficient in the ACS Juror Management System and the ACS Justice Information System

- Working group member for the Financial Accounting System for Tomorrow (FAS_4T)

- Member of training work group for the Financial Accounting System for Tomorrow (FAS_4T)

- Member of Jury Modernization Work Group

- Member of work group for Criminal Justice Act (CJA) Payment System Replacement

- Member of MAP II study group for Jury Administration

- Member of interpreter certification project, COTR, for the University of Arizona

- Project team member for the Federal Jury Management System

- Facilitator for jury utilization workshops for the Federal Judicial Center

- Representative for the Jury Administrator Online Conference of the District Court Administration Division (DCAD), the Federal Judicial Center

- Representative for the Courtroom Deputy & Case Management Online Conference of the District Court Administration Division (DCAD), Federal Judicial Center

- Representative for the Planning Committee for Clerk/Chief Deputy Workshop of the District Court Administration Division (DCAD), Federal Judicial Center

- Representative for the Strategic Alliances Committee, National Court Reports Association, for the District Court Administration Division (DCAD)

- Liaison to District Clerks Advisory Group for the District Court Administration Division (DCAD)

- Selected for temporary duty assignment to the Statistics Division, Administrative Office of the U.S. Courts, to rewrite instructs for petit and grand jury reports

- Secretary (1997-1998) of the Federal Court Clerks' Association

11C, Court Consultant

11C is a court consultant with more than four years of experience working with Courts. She has provided assistance to government clients in a variety of roles including consulting services, functional training, modification development, and client support. As a court consultant, 11C is responsible for the overall success of the client's product implementation.

11C earned her bachelor's degree in speech from Northwestern University and her juris doctorate from the University of Kentucky, College of Law.

Employment History

11C has held many positions including:
- Court Consultant, ACS Government Systems
- Attorney, Andrews and Associates
- Law Clerk, Edward L. Cooley, Attorney at Law
- Legal Intern, Fayette County Commonwealth Attorney's Office
- Law Clerk, Anggelis, Gordon, Simpson and Roberts
- Research Assistant, Professor Kathryn Moore, University of Kentucky
- Law Clerk, Taylor, Stevens and McKinney
- Law Clerk, Bernard Michna, Attorney at Law

Experience

- In 11C's role as a consultant with ACS, 11C has served in multiple capacities for many ACS clients. For example, 11C is a Missouri project functional team member (March 2001 – present), the Oakland County, California, functional lead (February 2001 – present), and functional lead for the Shelby County, Tennessee, project (August 2000 – March 2001).
- As an ACS court consultant, 11C works with court clients to provide comprehensive training in the use of the ACS Justice Information System. 11C also provides consulting services to aid in the set up and implementation.
- 11C has been and continues to play an integral role in developing and updating the ACS Justice education materials with new releases. She also develops internal training material for ACS internally.
- While working as an attorney, 11C was primarily responsible for domestic relations cases; consulted with clients to provide advice about cases; drafted various legal documents to be filed with the court; presented legal arguments to the court.

9T, Technical Consultant

9T is a technical consultant with approximately four years of technical experience. 9T has taken on a number of responsibilities, including installation and upgrade, training, and technical assistance for the ACS Justice Information System at several client sites. 9T experience also includes custom functional and technical design, custom application development, quality assurance, and problem resolution. As a technical consultant, 9T is responsible for ensuring proper installations and upgrades at client sites and offering required training and technical assistance to the clients, while adhering to ACS' standards for functionality, efficiency, and quality.

9T earned a master of science degree in engineering from Clemson University in Clemson, South Carolina. He has also attended training courses on Oracle 8.0 DBA, Oracle 8*i* DBA, Oracle Forms 4.5, and Reports 2.5, presented by Oracle Corporation. Through these classes, he received training in database administration, and forms and reports development.

Employment History

9T's professional experience provides a strong background in Oracle and court technology:

- Technical Consultant, ACS Government Systems

- Senior Programmer/Analyst, SCT Global Government Solutions (now ACS)

- Contractor, SCT Global Government Solutions (now ACS)

- Systems Analyst, Aditya Spinners, Ltd.

Experience & Qualifications

- Successfully installed and upgraded the ACS Justice Information System at various client sites

- Proficient in a variety of front-end development tools, including the Oracle Developer 2000 suite: Forms 4.5, Reports 2.5, Forms 6.0, Reports 3.0, Report 6.0, and SQL*Plus

- Successfully trained clients in SQL, PL/SQL, Forms, general functionality of the ACS Justice Information System, report writing, and Oracle database administration

- Skilled in building back-end applications such as table-level triggers, packages, and procedures, as well as database fundamentals, including table design and construction, integrity assurance, and database tuning

- Knowledgeable in several other programming languages, including C/C++, FORTRAN, PASCAL, and Visual Basic

- Operating system experience includes WindowsNT, DOS, Unix, AIX, and Novell

People Making
Technology Work™

A   C   S®

I - Annual Report

The following is a copy of ACS' 2001 Annual Report.